Significant 7
Train the trainer – Guidance for Commissioners
January – March 2019

Supported by and delivering for London’s NHS, London Councils, Public Health England and the Mayor of London
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Introduction

Healthy London Partnership (HLP) have partnered with North East London NHS Foundation Trust (NELFT) to provide training for Care Homes to help Care Home staff identify deteriorating residents and take appropriate action to meet each individual’s needs.

The purpose of this document is to provide guidance to Care Home Teams working within Sustainability and Transformation Partnerships (STPs), Clinical Commissioning Groups (CCGs) and Local Authorities (LA) to arrange training for nominated Care Home Managers/staff who will be responsible for training staff within their home.

We have outlined the key roles and responsibilities of those who will be involved in the coordination and delivery of training in Care Homes, and also monitoring improvements to care provision after training has been rolled out.

The training has been shown to reduce Emergency Department admissions by 31% in Care Homes and 50% in special sheltered accommodation, a 17% reduction in falls and 23% reduction in pressure ulcers.

Significant 7 ‘train the trainer’ training can be delivered within a half day session; however workshops can be incorporated as part of a full learning and development day. This will enable you to ensure the focus is on key themes relevant to your area e.g. top 4 reasons for conveyances, other training needs, share learning etc.

This document outlines the activities that need to be carried out pre and post ‘train the trainer’ training. All training materials will be provided by NELFT Significant 7 team on the day of training and sent electronically; they are not included in this document.

Who should attend training & why?

Identifying and engaging with Care Homes

Care Homes in your locality can request to attend training; however we recommend you target specific Care Homes that may require support due to the following reasons:

- They are high callers to 999/111
- They have high conveyance rates to hospitals
- They experience a high number of incidents relating to UTIs, falls etc.
- Their CQC rating i.e. requires improvement

When engaging with Care Homes we recommend starting conversations as soon as possible to find out what the issues are within the home before.
Recruiting trainers

Significant 7 uses a ‘train the trainer’ education model; whereby individuals identified to teach, mentor or train others attend training themselves. Training takes between 2.5 – 4 hours depending on attendee’s experience.

When recruiting trainers we recommend you approach Care Home Managers, Deputy Managers or in-house trainers in the first instance; however they may have other staff they wish to nominate. If this is the case we advise you to confirm the reasons for their nomination, such as experience, length of employment etc. Up to 2 representatives can attend the training from each Care Home.

Being a Significant 7 Champion

We recommend that a member of your Care Home Team also attends Significant 7 training as a ‘Significant 7 Champion’ in order to be an additional resource for Care Homes that may require support with training, especially if they have a large workforce to train.

In addition to the training you will be offered the opportunity to attend webinars to go through training tools, provide feedback and share learning. These will be scheduled in after the training to allow time for you and the Care Homes to agree a training plan.

You may need to work with each Care Home individually, tailoring training schedules to meet the needs of their site; below is an example of areas to consider when supporting Care Homes:

- How many Care Home staff do they have?
- What is their in-house training schedule, do they have induction training?
- When and where can training be delivered?
- How many training sessions will be required?

We have included case studies towards the end of the document to share examples of best practice following the implementation of Significant 7 training in Care Homes across Haringey and Barnet.
Who does what? - Roles and responsibilities

In order to ensure the training is delivered efficiently, effectively and to the benefit of staff and residents; we have outlined the roles and responsibilities of the following organisations/roles:

- STP/CCG/LA Care Homes Team and Significant 7 Champions
- HLP/NELFT Significant 7 team
- Care Home trainers and Significant 7 Champions
- Care Home and STP/CCG/LA Significant 7 Champions

Coordination of training

- Agree target Care Homes. Considerations when selecting Care Homes:
  - Are they part of the top 50 Care Homes calling 999/111?
  - Top reasons for conveyances
  - CQC ratings

- Coordinate trainees from Care Homes. Recommended people to train:
  - Care Home Manager or Deputy
  - Person who is responsible for delivering training
  - Staff from CCG/LA Care Home Teams

- Agree agenda and date of training with Significant 7 team (HLP/NELFT)
- Source venue for training, ensure parking and disability access is available
- Confirm training date, time, location and facilities with trainees
- Confirm number of trainees and provide contact details to Significant 7 team

Post training

After the training day; Care Homes may require your continued support to help with the roll out of training. You will need to ensure that you complete the following duties:

- Attend training with nominated Care Home staff to understand training content and materials.
- Review and sign terms and conditions (see Appendix 1) with the Care Home trainers and return to Healthy London Partnership, Enhanced Health in Care Homes team (hlp.ehchprogramme@nhs.net)
- Liaise with the Care Home regarding their training schedule; confirming when they will conduct training, number of staff to be trained, additional support required (e.g. observation or training support) etc. Keep a log to record training dates, No. of staff, No. of sessions required (see Appendix 2)
- Collect questionnaires No.1, 2 and 3 once training has been completed in a Care Home. Keep a log of responses (see Appendix 3) and send a copy to the Enhanced Health in Care Homes team (hlp.ehchprogramme@nhs.net) and Care Home Manager for their records.
- Coordinate observation/support training sessions with trainers if required. Send confirmation to the Enhanced Health in Care Homes team (hlp.ehchprogramme@nhs.net) once completed in each Care Home, include No. of staff trained, dates of training, questionnaire feedback etc.
- Evaluate impact (see Evaluation section for examples of metrics to consider) and share with Enhanced Health in Care Homes team (hlp.ehchprogramme@nhs.net).
- Contact Enhanced Health in Care Homes team (hlp.ehchprogramme@nhs.net) if additional support needed.

### Significant 7 team (HLP/NELFT)

**Coordination of training**

- Provide clear communications to STP/CCG/LA regarding the training programme and Train the Trainer model/criteria for recruitment of trainers.
- Send communications regarding training details and information about activities on the day to all nominated trainees.
- Agree training day agenda with CCG/STP/LA
- Prepare training checklist and materials for each Care Home to distribute on the training day.

**Training day**

- Run through content of training pack & checklist with attendees, confirm next steps, roles and responsibilities of the trainers and on-going support available from Significant 7 Champions and Enhanced Health in Care Homes team.
- Deliver training session, to include presentation, role play and feedback.
- Collect questionnaires No.1 & No. 2 at the beginning and end of the train the trainer session. Questionnaire No.3 will be collected from trainers 6 weeks after the training session.

**Post training**

- Send follow up email to trainees to request a signed copy of terms and conditions and questionnaire No.3 responses. To be returned to the Enhanced Health in Care Homes team (hlp.ehchprogramme@nhs.net).
- Send electronic copies of training materials to each Care Home once the terms and conditions and questionnaire No.3 have been received.
- Arrange monthly dial in clinics for trainers and Significant 7 Champions – opportunity to share learning, request information and answer queries.
- Certificates will be issued to Care Homes who have trained over 85% of their staff.
### Care Home trainers

- Review and sign Significant 7 terms and conditions (see Appendix 1); ensure Care Home Manager/trainer and CCG lead have signed the document. Send to the Enhanced Health in Care Homes team (hlp.ehchprogramme@nhs.net) in order to receive an electronic version of the training materials.
- Schedule training to be delivered to all staff; including the catering and maintenance teams etc. Training can also be delivered to residents’ relatives and carers.
- Confirm in house training dates with STP/CCG/LA Significant 7 Champion and request support if needed.
- Ensure all staff complete questionnaires No.1, No.2 (before and after training) and No.3 (6 weeks after). Log all questionnaire responses in the feedback log (see Appendix 3) and send a copy to your Significant 7 Champion and the Enhanced Health in Care Homes team (hlp.ehchprogramme@nhs.net).
- Embed training in to Care Homes training/induction programme.
- Provide refresher training to staff every 6 months; include in induction with new starters.
- Once you have trained over 85% of your staff, inform your Significant 7 Champion and the Enhanced Health in Care Homes team (hlp.ehchprogramme@nhs.net) who will issue certificate to state your home is Significant 7 trained.
- Provide quarterly updates to STP/CCG/LA Significant 7 Champion regarding improvements.

### Care Home Significant 7 Champions

- Awareness of how to contact Significant 7 Team/STP/CCG/LA as required for support
- Promote SBAR (See Appendix 4) within the Care Home when contacting other health care professionals
- Keep a laminated SBAR and Significant 7 tool by the office phone
- Introduce Significant 7 tool to all new staff
- Collate questionnaires No.s 1, 2 and 3; log all questionnaire responses in the tracker (see Appendix 3) and send a copy to your STP/CCG/LA Significant 7 Champion. Dissemination of the Significant 7 certificates
- Share examples of practice with the Significant 7 team
- Maintain training materials, both hard and electronic copies.

### STP/CCG/LA Significant 7 Champions

- Attend ‘Significant 7 Champion’ webinars for information about your role and responsibilities, share learning and opportunity for Q&A. Contact the Enhanced Health in Care Homes team (hlp.ehchprogramme@nhs.net) for details.
• Link in with nominated ‘Care Home Champions’ to review training progress.
• Provide training support to Care Homes when requested.
• Collect and save Significant 7 documentation on file for audit purposes.
• Support Care Homes team with evaluating impact of Significant 7 training.

How to evaluate impact?

It is important to for all questionnaires (Nos. 1, 2 & 3) to be completed before and after the training and 6 weeks later. This will help identify what impact the training has made to staffs confidence, care of residents and reductions in unnecessary calls to 999 or admissions to hospital.

As part of your evaluation we recommend that you consider the following areas:

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<thead>
<tr>
<th>Topics</th>
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<td>Staff confidence (using questionnaires 1, 2 and 3)</td>
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<td>Staff retention</td>
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<td>Care Home Managers feedback re noticeable improvements i.e. quality of care, reduced calls to GP/111/999 etc.</td>
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<tr>
<td>Relative / resident / GP feedback re noticeable improvements i.e. quality of care, reduced calls to GP/111/999 etc.</td>
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<td>Noticeable reduction of calls to 111/999 and conveyances to hospital</td>
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<td>Focus on common reasons for conveyance, noticeable reduction of falls, UTIs etc. and other incidents usually conveyed</td>
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Case Studies

To find out how the training has already been implemented in other areas across London, please read through the case studies from Care Homes Teams in North Central London.

Case study 1 - Haringey

The aim of the training was to help reduce unplanned hospital admissions, LAS call outs and falls by empowering care home staff to recognise early signs and symptoms of early deterioration of residents, respond appropriately and increase awareness of other available options aside from calling 999 such as 111, rapid response, GP and community matrons and providing them with a method of critical information to improve handover communication between staff within the home and other health care professionals and the paramedics.

Due to a high number of conveyances in to hospital and previously reported high number of falls 2 homes were targeted to receive the training.

Development

The Care homes have been engaging well with the Care Homes Team and worked closely with them to help implement the initiatives. Meetings were arranged with the registered managers and their training managers. During the meetings, aims and objectives of the training were explained, training plans were developed and dates were scheduled. The teams also ensured that the facilities were suitable for training and equipment such as laptop and projector/screen were available, to ensure that facilitation of training was carried out effectively.

All staff including housekeeping and maintenance who play important parts in running of the Care Home and providing care to residents were included in the training. The reason was that they engage with the residents in their day to day practice and are also in a position to notice if something was wrong with the residents so they can immediately inform the nurse in charge or senior staff if necessary.

Several sessions were carried out in both homes. There were 7 sessions facilitated in Priscilla Wakefield House as they have 99 staff to train; this included the night staff and some ancillary staff. The other Care Home had 2 with the total attendance of 18 staff. Pre and post training questionnaires were given during the training to evidence the impact of the training.

Outcomes

The 6-week post training questionnaires completed show that staff have an increased awareness and understanding that calling 999 is not always the first point of contact unless it is life threatening. A majority of the staff who responded to the questionnaires said that they use the Significant 7 training tool to check on the changes to their resident’s health and that it has changed their practice for the better.
Additionally, staff said that their communication with GP, community matrons and other health care professionals have improved. Furthermore, a manager from one of the Care Homes said they have observed an increased knowledge and confidence in their staff, identifying deterioration in residents, knowing who to contact and using other available options in seeking assistance such as 111, rapid response, GP and community matron. It has been recognised within the Care Homes that the training has played a critical role in highlighting the importance of coordinated action of the staff and multidisciplinary team (MDT), and effective communication to improve the quality of care their residents receive.

During a review of monthly dashboards received from one of the Care Homes, they have demonstrated that residents admitted to hospitals were appropriate and were seen and assessed by the MDT team prior to admissions.

Monthly dashboards from another Care Home show that the number of falls has reduced. The Care Home Manager has also remarked that staff are more engaged and integrated and awareness of falls prevention has increased.

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Case study 2 - Barnet

The aim of the training was to:
- Reduce inappropriate attendances to A&E,
- Upskill care workers to observe and act on the early signs of residents becoming unwell
- Engagement with all levels of staff within the Homes and support staff to improve communication between Homes and health professionals – e.g. GP, rapid response; district nurses, 111, LAS.
- To target the top 20 Homes who used LAS both from local and Healthy England Partnership data.

Rationale (reasons for course of action)

Barnet has the second largest proportion of elderly residents of all the London boroughs. There are approximately 96 Care Quality Commission (CQC) registered Care Homes in Barnet, 19 of which are nursing Homes. In 2014, it was estimated that 4000 people live in Barnet with Dementia. The projected total is forecasted to increase by 24% over the next 8 years compared with just 19% across London. Also, the number of people aged 65 and over is projected to increase by 20% by the year
2020.

Data collected showed that more education was needed to directly support Care Home staff to enable them to spot the early signs of deterioration. This would prevent unnecessary hospital admissions and initiate care within the home. We have a small A&E department in Barnet Hospital related to the population in the borough and have a large number of nursing (19) and residential care Homes in comparison to other boroughs. By supporting our Home staff, we will be potentially reducing health care needs in secondary care by managing care within their homes. Presently most of the training offered in homes is more online based and less face to face, staff with limited English language struggle with this type of training. The quality of training including induction is very variable across this care section.

Development

Funding for the project in Barnet included 2 trainers (nurses), 2 pharmacists and 1 administrator. However only 1 pharmacist was employed and we did not recruit an administrator due to reduced funding.

The project started in April 2018. We contacted the top 20 Homes, met with managers and reviewed available training rooms and looked for other suitable size venues we could use with which had parking/ transport links. Care Homes required a notice period to release staff for training in order to back fill their staff.

The time table was set for the year of training, however this did not always go to plan due to change in home’s management, for example, home managers or key staff leaving, homes closing, CQC inspections leading to inadequate rating, local authority monitoring, and homes being involved in other projects. We realised that flexibility was the key for success for the roll out of the project.

We trained groups of 5 homes that were geographically close, so staff could attend other training sessions if they were unable to join a session in their own Home. The intention was that managers could start to share knowledge and create communication channels between them for mutual benefit and collaboration.

We trained managers and senior staff separately so care staff would not feel intimidated amongst senior staff. We wanted to create a culture of openness with care staff so they felt comfortable asking any questions. If senior staff had been present this could have inhibited more junior staff to ask questions if they did not understand basic information.

Before training Care Home staff, a trainer would attend relative and resident meetings within the home to discuss the training and raise awareness. The residents and relatives were revisited after the training for feedback. Prior and during training Significant 7 posters would be displayed in the home.
We arranged multiple sessions at the Care Homes or alternative venues if the home was not suitable for training. We had groups of 8 to 20 staff attend a 3-hour training session from all staff areas including; care staff, activity workers, nurses, physios, reception staff, laundry, cleaners, chefs and maintenance staff. We had staff with varying competencies and time in the care sector. There was some resistance initially from long term staff who felt they could not improve their care knowledge, however we are confident that all staff left with new knowledge and renewed enthusiasm for their role.

In total we have trained over 400 Care Home staff in 13 Care Homes.

**Outcomes**

We are currently collecting data; early signs suggest that the homes we have trained in Significant 7 have had a reduction in use of LAS. However, we cannot prove this was Significant 7 alone but there was no other variant which it could be explained by. Significant 7 training has increased awareness of hydration, resulting in homes setting up small hydration projects. These have made hydration fun for staff and residents and resulted in reductions in admissions to hospital from urine infections. Feedback from staff has shown that residents are more mobile/active, a reduction in constipation and residents are more alert, this has made caring easier. Senior staff report that more junior staff now have increased confidence in their knowledge base. This has resulted in a more competent workforce, who now report back with increased and relevant details and they have already put necessary steps in place before reporting to senior staff. We see that homes who have managers, nurses or senior carers encouraging staff to use the decision trees appear to imbed Significant 7 more successfully into the homes.

We are still reviewing the data; however, early signs suggest that homes that have been trained in Significant 7 are retaining their staff longer.

During the past 9 months, the team has taken every opportunity to promote the team’s role and Significant 7 to all professionals and the public. The team has a ‘we can do’ attitude and will always offer support even if this does not fit into the project plan; this has at times caused lots of extra work but has also reaped benefits. The team have become the first point of contact if people need clinical knowledge/information about the nursing and residential homes in Barnet. A presentation of our work so far in late January 2019 when we hope we will have more of the data to back up what we are seeing.

**Contacts**

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Appendices

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<tr>
<th>No.</th>
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<th>Attachment</th>
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<tr>
<td>Appendix 1</td>
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<td>Appx 1 - Significant 7 Ts &amp; Cs_2018_19.doc</td>
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<tr>
<td>Appendix 2</td>
<td>Training tracker</td>
<td>Appx 2 - Significant 7_Training tracker.xls</td>
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<tr>
<td>Appendix 3</td>
<td>Questionnaires 1, 2 and 3 feedback log</td>
<td>Appx 3 - Questionnaires 1_2_3</td>
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<tr>
<td>Appendix 4</td>
<td>SBAR (Situation, Background, Assessment, Recommendation)</td>
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Written by Cerrie Baines, Enhanced Health in Care Homes Programme, Healthy London Partnership.

This guidance will be reviewed and updated in April 2019.

Please send any enquiries you have to hlp.ehchprogramme@nhs.net.