



Business Services  
Organisation

## Directorate of Legal Services

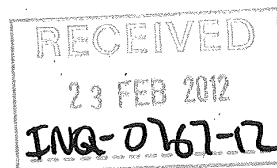
— PRACTITIONERS IN LAW TO THE  
HEALTH & SOCIAL CARE SECTOR —

Your Ref:  
BPC-0115-12  
& BPC-0139-12

Our Ref:  
HYP B04/1

2 Franklin Street, Belfast, BT2 8DQ  
DX 2842 NR Belfast 3  
Date:  
22nd February 2012

Mr Brian Cullen  
Assistant Solicitor to the Inquiry  
Inquiry into Hyponatraemia-related deaths  
Arthur House  
41 Arthur Street  
Belfast  
BT1 4GB



Dear Sir

**RE: INQUIRY INTO HYPONATRAEMIA RELATED DEATHS- ADAM STRAIN**

I refer to the above matter and to your letters dated 27<sup>th</sup> January 2012 and 14<sup>th</sup> February 2012 (references as quoted above).

I refer you to the former Chief Executive, Mr William McKee's letter to the Inquiry dated 5<sup>th</sup> August 2005 (Appendices 5a, 5b, 5c, 5d and 7 thereof).

I now enclose copies of the following documents:-

- Belfast Trust's current Induction Policy and Management Guidelines (TP059/10)
- Trainee Doctors Induction Booklet (dated February 2012)
- The Royal Group of Hospitals- Site Information (dated February 2012)

This is my client's response to both of your above-mentioned letters.

Yours faithfully

*A Crawford*

Angela Crawford  
Solicitor

Telephone No: [REDACTED]

Email: [REDACTED]

*Providing Support to Health and Social Care*





Trust Policy for approval by **Trust Policy Committee**

TYPE OF DOCUMENT

REFERENCE NUMBER	TP059/10
TITLE	<i>Induction Policy and Management Guidelines</i>
Summary	The underlying objective of this policy is to ensure that all employees regardless of grade or discipline, undertake a structured and comprehensive induction to effectively integrate them to their new role in the organisation. Induction will also enable them to provide a safe and efficient service and have their initial learning and development requirements identified.
Supersedes	<i>All legacy policies relating to this area</i>
Operational date	October 2009
Review date	October 2012
Version Number	V1
Director Responsible	Marie Mallon – Director of Human Resources
Lead Author	Elaine Kehelly
Lead Author, Position	Senior Manager Learning & Development
Department / Service Group	Human Resources
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Additional Author(s)	[REDACTED]

Trust Policy - *Induction Policy and Management Guidelines* – Oct 2009

**Version Record**

Date	Version	Author	Comments
	0.1		Initial draft
	0.2		Revised BHSCT draft

**Policy Record**

		Date	Version
Author (s)	Approval	October 09	0.2
Director Responsible	Approval	October 09	0.2

**Approval Process – Trust Policies**

Policy Committee	Approval	18.01.10	V1
Executive Team	Authorise	27.01.10	V1
Chief Executive	Sign Off	27.01.10	V1

**Approval Process – Clinical Standards and Guidelines**

Standards and Guidelines Committee	Approval		
Policy Committee	Ratify		
Executive Team	Authorise		
Appropriate Director	Sign Off		

**Local Approval Process**

	Approval		
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**Dissemination**

Areas :	

**Title:**

Induction Policy and Management Guidelines

**Purpose:**

To outline the importance of the induction process and the minimum standards for the induction of staff both at a corporate level through the Corporate Welcome and at departmental/local level through a structured approach.

**Objectives:**

- To provide a consistent approach to induction within the Trust.
- To ensure every new employee is welcomed to the Trust, receives appropriate essential information about the Trust and their role and gains an understanding of the Trust's purpose, objectives, values and behaviours.
- To ensure staff are orientated sufficiently, enabling them to commence their employment in a positive and supportive environment thus promoting long-term staff retention.
- To ensure that staff who are new to post are adequately supported to deal with the transition to and the requirements of their new role.

**Policy Statement(s):**

- 1 All new staff, excluding medical and dental staff in training, to whom separate arrangements apply, must attend a Corporate Welcome event. This will be monitored for compliance.
- 2 All new staff must complete a comprehensive and structured local induction process on commencement of their new post. Nurses, midwives and healthcare support workers, new to the Trust, will also attend a specific relevant induction programme.
- 3 All staff who change post will receive a sufficient local induction in line with the requirements of the role and the needs of the particular department.
- 4 Staff induction is an important aspect of managerial responsibility and should be planned and organised to ensure that new staff, and those new to their role, have a robust orientation to the department and their role. Induction should be approached in a facilitative and dynamic way in order to meet the needs of each individual and will be influenced by the different methods available within the Trust, for example, shadowing, mentoring, placements, 'on the job training' etc.
- 5 The Trust will support the process with the provision of appropriate learning and development opportunities and has developed a generic checklist to guide managers (see **Appendix 1**). Managers must also refer to the Trust's health and safety induction checklist available from Trust health and safety managers. Checklists should be shared with the staff member and signed off. It may also be supplemented to meet local needs to ensure a comprehensive induction for the individual.

- 6 Managers will also need to take account of any specific induction requirements set out by professional bodies e.g. NMC, GMC etc.
- 7 The following points should be considered when organising an induction programme:
  - An individual should be assigned to ensure that the new staff member is welcomed and that all elements of the induction programme are completed.
  - Consideration should be given to assigning a preceptor, buddy or mentor to support the inductee.
  - The duties, role and responsibilities of the new staff member should be detailed and clarified as necessary.
  - Core elements of the knowledge and skills to be achieved should be detailed with clear information as to how and when they are to be attained. The achievement of these will also contribute to other processes e.g. Personal Contribution Framework, Knowledge and Skills Framework.
  - The induction process should be considered as a pathway linked to continuous professional/occupational and/or personal development.
  - Adequate support and supervision should be provided to enable the individual to undertake the full role and responsibilities of the post. It should be recognised that this will vary with each individual, dependant on previous experience, training and development.
  - New nursing and midwifery registrants are required to complete a 6 month preceptorship programme and satisfactorily complete the related portfolio. Health care support workers must complete the HCSW induction portfolio.
- 8 Attendance at the Corporate Welcome event should take place on the date advised by the Human Resources Learning and Development Department. Non attendance will be recorded and alerted to the service group and a second invite letter will be issued. No subsequent invitations will be issued to the individual by Human Resources.

Managers can subsequently book places directly through TAS, although this approach should be by exception.

Managers should pay due regard to the Trust's performance management targets in relation to attendance at the Corporate Welcome programme.

Trust volunteers and staff who are contracted to work only on the Bank, will not routinely receive an invite to Corporate Welcome. Rather, it is expected that their manager makes arrangements for their attendance by booking directly on the Training Administrative System (TAS)
- 9 Attendance at the Corporate Welcome event will be recorded by the Human Resources Learning and Development Department and will be notified to service groups in order that they can take any remedial action required. Targets for attendance will also be considered as part of the Trust's accountability review process.

The monitoring of local induction procedures is the responsibility of Service Groups.
- 10 Belfast HSC Trust has introduced the Personal Contribution Framework (PCF) to support staff in understanding what is expected of them in their roles, how they

contribute to the overall success of the Trust and how they can further develop themselves.

The PCF process should begin as soon as the staff member starts their new post during their induction period. It is a structured process that allows staff and reviewers to meet to discuss how they contribute to the success of the Trust and identify any areas for personal development through application of the Knowledge and Skills Framework (KSF) to their post. The PCF will apply to all staff (including bank and temporary staff) with the exception of Medical and Dental staff who have separate arrangements for their appraisal .

The Personal Contribution Framework consists of two independent parts:

**Part 1** - Personal Contribution Plan (PCP) sets out how the individual contributes to the success of the Trust by linking key outputs against the 5 Trust Objectives

**Part 2** - Personal Development Review (PDR) which reviews the individual against their KSF Post Outline and results in the production of a Personal Development Plan (PDP).

Reference should be made to the PCF and KSF guidelines for full detail of the process requirements (available on the Trust's intranet under Corporate Information).



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**Director**  
*Marie Mallon*

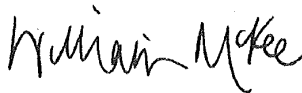
**Date:** 27 January 2010



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**Author**  
*Elaine Kehelly*

**Date:**



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**Chief Executive**  
*(For Trust Policies Only)*

**Date:** 27 January 2010