The provisions of this policy, which was developed by a partnership group on behalf of Grampian Area Partnership Forum, apply equally to all employees of NHS Grampian except where specific exclusions have been identified.
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Revision History:

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NHS Grampian
Flying Start NHS® Policy for Newly Qualified Nurses, Midwives and Allied Health Professionals

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1. Introduction

Scottish Government have a clear expectation that all NHS Boards are fully committed to supporting newly qualified Nurses, Midwives and Allied Health Professionals (NMAHPs) in their first year in NHS Scotland through the Flying Start NHS® development programme. Flying Start NHS® supports new staff in making the transition from student to qualified practitioner by building confidence in their first year as an employee.

Flying Start NHS® is a national on-line development programme that was launched in Scotland in 2006. The Delivering for Health agenda in Scotland (Scottish Executive, 2006) stated the need for a well-developed workforce to ensure patient care and services are delivered effectively and efficiently. In 2010, a strategic Statement of Support for Flying Start was issued to that effect, accompanied by a letter from the Chief Nursing Officer and the Chief Health Professions Officer to all NMAHP directors across Scotland.

This policy seeks to reinforce that Flying Start NHS® requires both high level strategic support and a positive approach to work-based learning to be successful. One of Flying Start’s strengths is that it uses the workplace as the learning environment, therefore keeping learning relevant and appropriate to each individual learner.

From the NHS Grampian perspective it is mandatory that all newly qualified NMAHPs (including Nursing and Midwifery Interns) will be supported by their managers to complete the Flying Start NHS® programme within 12 months of commencing employment. Flying Start NHS® is an integral part of ‘joining up’ learning and development activities, and is the start of the newly qualified practitioners (NQPs) lifelong learning journey. All Flying Start NHS® activities are mapped to the NHS KSF Core Dimensions, supporting Professional registration and CPD requirements.

This policy provides a clear agreement on how Flying Start NHS® is implemented within NHS Grampian and clarifies what the expectations are of all parties. Implementation of and compliance with this policy will be monitored via the audit route and will be reviewed at least every two years.
2. **Benefits**

2.1 **For the newly qualified practitioner**

- Offers a learner-directed solution to finding information and making sense of a complex environment
- Guides and supports the transition from student to experienced practitioner
- Links to the NHS KSF development review cycle
- Supports the development skills for lifelong learning and CPD
- Offers practical advice on how to manage portfolios and PDPs within NHS Scotland
- Gives access to up to date material, useful websites and national policy and developments
- Draws and builds on the learning skills developed as pre-registration or undergraduate student
- Increased understanding of the role of other health and social care professionals and partners

2.2 **For the Mentor**

The term ‘mentor’ has been chosen as the generic term for a more experienced practitioner who supports the development of new staff, however some professions may call this person a ‘clinical supervisor’ or ‘preceptor’

- Allows newly qualified practitioners to take responsibility for their learning through a learner-directed programme
- Provides a consistent framework for developing against the NHS KSF
- Supports evidence for individual’s KSF development review for mentors on how they have supported individuals and influenced the learning environment
- Offers improved access to resources for mentors
- Potentially increases effectiveness of mentoring with linked learning activities and resources
- Offers a consistent approach across NHS Scotland which is educationally sound
- Supports and encourages workplace learning

2.3 **For the Employer**

- Gives a clear message that NHS Grampian values and aims to support all newly qualified employees as part of its workforce plan and in line with staff governance standards
- Links to the NHS KSF, supporting the development review process
- Offers an opportunity for consistency across NHS Scotland
- Offers opportunities for inter-professional learning to take place locally, regionally and nationally
- Links with the Government standards, supports safe and effective practice
- Encourages multidisciplinary working and understanding
- Supports planned career development
3. Responsibilities

It is essential that Nursing, Midwifery and Allied Health Professionals newly qualified, Band 5 Person Specifications must include the following, under the particular requirements of the post;

- **Must agree to register, undertake and complete the Flying Start NHS® programme**

At the recruitment interview Flying Start NHS® must be discussed with all newly qualified NMAHP’s, taking up post as a registered practitioner within the first 12 months of qualification. Flying Start NHS® will also be discussed with qualified practitioners who have been qualified for over 12 months, but who are commencing their first post as a registered practitioner. It will be introduced in the induction period, as close to commencing employment as possible. (Appendix 1)

Flying Start NHS® is based on a tripartite relationship between the newly qualified practitioner, mentor and line manager. Each of these partners must play their part for completion of the learning programme to be meaningful.

A contract will be signed by all parties prior to commencing the Flying Start NHS® programme (Appendix 3)

3.1 Newly qualified practitioners

Practitioners must commit to;

- Registering with, undertaking and completing with the programme within the prescribed time
- **Recommended time per month 2-4 hours**
- Discussing and agreeing with manager a strategy for appropriate mentor support and other support mechanisms
- Generating and populating the Flying Start NHS® electronic portfolio of evidence demonstrating how the 10 learning outcomes upon which Flying Start NHS® is based has been achieved
- Recognising and seeking out appropriate learning opportunities
- Recognising that other development activity can be used to evidence learning
- Developing a clear understanding of reflection
- Seeking time to reflect with mentor and gain feedback
- Seeking help from mentor, manager and other colleagues
- Recognising their professional responsibility to undertake CPD and lifelong learning

Newly qualified practitioners should access the Flying Start Introductory sessions as facilitated by the Professional and Practice Development Unit, NHS Grampian to develop or refresh their understanding of this role. To search for and book onto this session, follow the guidance on ‘Look and Book’ on NHS Grampian’s intranet – Learning Zone

3.2 Mentor
The role of the mentor is expected to be ‘light-touch’, to be an effective and inspirational role model/supporter. **Recommended mentor input is between 2 - 4 hours per month**, recognising that support will be available from team members and colleagues on a day-to-day basis.

Mentors must commit to:

- Promoting an effective learning environment
- Registering and familiarising themselves with the Flying Start NHS® programme as a mentor and engaging with recommended resources and available forums
- Having knowledge of the local frameworks to support learner progression and completion of the programme and plan regular meetings with the NQP
- Recognise when it isn’t successful and look for ways to ensure that the NQP receives the support they require
- Agreeing to the tripartite partnership of the NQP, mentor and manager
- Agreeing a learner/supervision contract
- Completing a prepared format / template / proforma which would be used for documenting discussions, actions, and action plans which will form the basis of the portfolio
- Confirm with line managers the practitioners completion of the Flying Start NHS® programme at the 12 months KSF review

3.3 Line managers

Flying Start NHS® is designed to be completed over 12 months and supports the NHS KSF development review cycle.

There are currently approximately 233 hours of learning activities within the whole programme, each practitioner is likely to select two thirds of the activities to meet their needs i.e. 154 hours over 12 months. The manager should agree how much supported learning time the NQP will get each month. **Recommended time is 2-4 hours per week.** **Recommended mentor input is 2 – 4 hours per month,** recognising that support will be available from other team members and colleagues on a day to day basis (NES, 2013).

Flying Start NHS® has been designed to allow existing development programmes and activities to blend into the framework. Some professional bodies have specific guidance for NQP and if this is to be completed it should be mapped to Flying Start NHS® so that there is not duplication of effort.

Line managers must commit to:

- Promoting a learning environment that involves integration of the Flying Start NHS® programme, including access to I.T.
- Exercising their responsibility for promoting CPD
- Ensuring that the NQP, alongside their job description is given a KSF post outline describing the specific knowledge and skills they will be required to evidence in the first year in post.
Facilitating the process for identifying and delivering personal development plans
- Actively listening to staff regarding personal development needs
- Facilitating engagement with the Flying Start NHS® programme (Appendix 2)
- Ensuring adequate number of suitably prepared mentors to support numbers of NQPs undertaking Flying Start NHS® in their area
- Matching NQP’s with suitable experienced mentors who understand the aims of Flying Start NHS®
- Supporting and mentoring the mentors
- Providing confirmation of completion of Flying Start NHS® to the Professional and Practice Development Unit (Appendix 1)
- Networking with colleagues in the Professional and Practice Development Unit

4 Preparation for the role as mentor

Mentors’ need to be appropriately prepared and supported to undertake the role, and their effectiveness at supporting the newly qualified practitioner throughout the Flying Start NHS® Programme should be monitored by the line manager.

- Mentors should access the Flying Start sessions for Mentors and Managers as facilitated by the Professional and Practice Development Unit, NHS Grampian to develop or refresh their understanding of this role. To search for and book onto this session, follow the guidance on ‘Look and Book’ on NHS Grampian’s intranet – Learning Zone

- Mentors performance should fulfil the role as described on the Flying Start NHS® website, using the mentor checklists as required. [http://www.flyingstart.scot.nhs.uk/mentor-area/mentors-role/](http://www.flyingstart.scot.nhs.uk/mentor-area/mentors-role/)

5 Completion of Flying Start NHS®

The newly qualified practitioner is expected to engage in a range of learning activities throughout their career to ensure that they retain their capacity to practice safely, effectively and legally. The NQP must undertake continuous professional development (CPD) to maintain and renew their registration, including the following:
- Maintain a current and accurate portfolio/record of CPD activities which are relevant to their current/future practice
- Be able to provide a written profile/portfolio with supporting evidence demonstrating how they have met their respective professional CPD standards

The NQP must recognise that the engagement and completion of the Flying Start NHS® programme, including the building of a portfolio of evidence as well as being mandatory within NHS Grampian, is integral to meeting the needs for professional registration, and NHS KSF requirements.

The four principles to apply to completion of the programme are;
- That the learning outcomes of all 10 learning units have been achieved
- A Flying Start NHS® electronic portfolio of evidence must be available demonstrating sufficient evidence of learning being applied in the workplace
Evidence of growth over time, i.e. the learner has demonstrated increased confidence and capability over the course of twelve months.

All **10 concluding activities** must be completed with clear objectives identified for the learner’s personal development plan for the coming year.

The mentor/line manager is expected to create an action plan to support and encourage the NQP where the expectation to complete the programme within the expected timescale will not be met. Clear short term objectives and timeframes need to be identified and progress monitored closely. The Professional and Practice Development Unit, NHS Grampian can be approached in order to seek out assistance;

- Nursing and Midwifery – Professional and Practice Development Facilitator, Tel:01224 (5) 52949
- AHP – AHP, Practice Education Lead, Tel: 01224 (5) 51193

In order to support progress through the Flying Start NHS® programme the Professional and Practice Development Unit are able to electronically monitor registration, engagement, progression and completion of the programme.
Appendix 1
Flying Start NHS® Process Flowchart

NQP commences employment with NHS Grampian

NQP registers with Flying Start NHS®, supported by line manager

NQP identified to either; (Nursing and Midwifery), Professional and Practice Development Facilitator 01224 (5) 52949 or AHP Practice Education Lead, 01224 (5) 51193, at Professional and Practice Development Unit by appointing manager/recruitment – Data entered onto local Flying Start register

Manager confirms successful completion of Flying Start NHS® at NQP’s 12 month KSF review and NQP sends Flying Start Mentor Sign Off sheets to; (Nursing and Midwifery), Professional and Practice Facilitator, Room 4.46 OR (AHP), AHP Practice Education Lead, Room 4.45, Fourth Floor, Ashgrove House, Foresterhill Health Campus

Professional and Practice Development Unit completes details on Flying Start register and issues Certificate of Completion

Lead Contact undertakes audit of Flying Start NHS® within NHS Grampian
Appendix 2
Should you be undertaking the Flying Start Programme NHS®? Algorithm

Are you a newly qualified nurse, midwife or allied health professional? NO → This programme does not apply to you

YES ↓
Is your first post as a registered practitioner NO → This programme does not apply to you

YES ↓
Have you registered on the Flying Start NHS® programme? NO → Register by going on line at http://www.flyingstart.scot.nhs.uk/

YES ↓
Have you been assigned a mentor who is able to support you (2-4 hours per month)? NO → Seek advice / support from your line manager

YES ↓
Have you negotiated supported learning time each week (2-4 hours)? NO → Seek advice / support from your line manager

YES ↓
Are you experiencing any problems? NO → Reflect on how this experience will inform your practice as you develop in your role – Good luck!

YES ↓
Speak to your mentor and line manager / contact the local lead for Flying Start
Appendix 3

Tripartite Contract Agreement

Newly Qualified Practitioner

I agree to

- Register on the Flying Start NHS® website
- Build an Flying Start NHS® electronic portfolio of evidence to demonstrate development
- Meet with my Mentor regularly
- Complete the Flying Start NHS® programme within 12 months of commencing post
- Make evidence available to my Mentor and Line manager/KSF reviewer on completion of the Flying Start NHS® programme.
- Send a photocopy of the completed signed ‘Mentor Sign Off’ sheets to PPDU

Signed
Ward/Dept
Date
Site

Mentor

I agree to

- Register as a mentor and be familiar with and understand the aims and learning outcomes of the Flying Start NHS® programme
- Set and review goals with the NQP
- Ensure regular contact with NQP each month (guidance is 2-4 contact hours per month)
- Manage workload to allow time for teaching and learning activities including feedback
- Integrate existing teaching with Flying Start NHS® programme
- Facilitate completion of the programme & sign ‘Mentor Sign Off sheets’
- Keep reflective account for own CPD/KSF requirements

Signed
Date

Line Manager

I agree to

- Incorporate Flying Start NHS® into the KSF Development Review Process
- Inform Professional and Practice Development Unit (PPDU) of any NQPs employed for area.
- Support bank staff to complete Flying Start NHS®
- Ensure NQPs have access to valid Athens ID and password, www.knowledge.scot.nhs.uk
• Ensure dedicated time (2-4 hours per week) for NQP to engage with the programme
• Ensure dedicated mentor (2-4 hours per month) is provided for each NQP
• Ensure both Mentor and NQP register with Flying Start NHS®
• Ensure mentor is supported and developed in their mentoring role
• Inform PPDU of NQP maternity/long term sick leave
• Recognise and celebrate the completion of Flying Start NHS®
• Feedback any comments to the Lead Contact for Flying Start NHS®

Signed

Date

Copy to; Individual NQP, Personal File, Mentor, Line Manager, PPDU
This must be signed by all parties and kept by the NQP
Appendix 4
PERSON SPECIFICATION - Example

**POST/GRADE:** Midwife – newly qualified, Band 5

**LOCATION:** Aberdeen Maternity Hospital

**WARD/DEPARTMENT:** AMH

The Person Specification should meet the demands of the job and comply with current legislation. Setting unnecessary standards may, for example, unfairly discriminate against one sex, the disabled or minority racial groups. Applicants should be assessed in relation to their ability to meet the real requirements of the job as laid down in the job description. With the exceptions relating to displaced and disabled candidates noted in Sections 5.3 and 5.4 of this policy, shortlisted candidates must possess all the essential components as detailed below.

### GENERAL REQUIREMENTS

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<th>Factor</th>
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<th>Desirable</th>
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<tr>
<td><strong>Qualification &amp; Experience</strong></td>
<td>Recognised midwifery qualification.</td>
<td>Recent midwifery experience</td>
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<td>Current clinical registration</td>
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<tr>
<td><strong>Circumstances &amp; flexibility</strong></td>
<td>Ability to practice within the whole range of midwifery care.</td>
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<td></td>
<td>Ability to work flexibly.</td>
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<td></td>
<td>Ability to work unsocial hours.</td>
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<tr>
<td><strong>Particular requirements of the post</strong></td>
<td><strong>Must agree to register, undertake and complete the Flying Start Programme®</strong></td>
<td>Car driver</td>
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<td>Basic knowledge and understanding of Child Protection and Gender Based Violence issues and procedures.</td>
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<td>Knowledge of Health and Safety Legislation</td>
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<td>Knowledge of HEI/ HAI</td>
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<td>Knowledge of Scottish Patient Safety Programme.</td>
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<td>Knowledge of recommendations from national and local policy.</td>
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<td>Evidence of development of clinical skills</td>
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**Level of Disclosure check required**

Enhanced

**References**


Flying Start NHS®, 2013 http://www.flyingstart.scot.nhs.uk/

Useful web links


Distribution list

All Senior Charge Nurses and Team Leaders
All Nurse Managers and Unit Operational Managers
All Lead Nurses
Nursing Director
AHP Associate Director
AHP Sector Leads
AHP Uniprofessional Leads
Head of Professional and Practice Development
Professional and Practice Development Unit
All Practice Education Facilitators
Senior Lecturers –The Robert Gordon University (Nursing and AHP’s)
HR Managers in all sectors