



# Growing and maintaining the NHS workforce

BAA Education Committee  
Work-based learning sub-group



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# Growing and maintaining





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# Key policy driver

Three priority areas:

- Train
- Retain
- Reform



## NHS Long Term Workforce Plan

June 2023



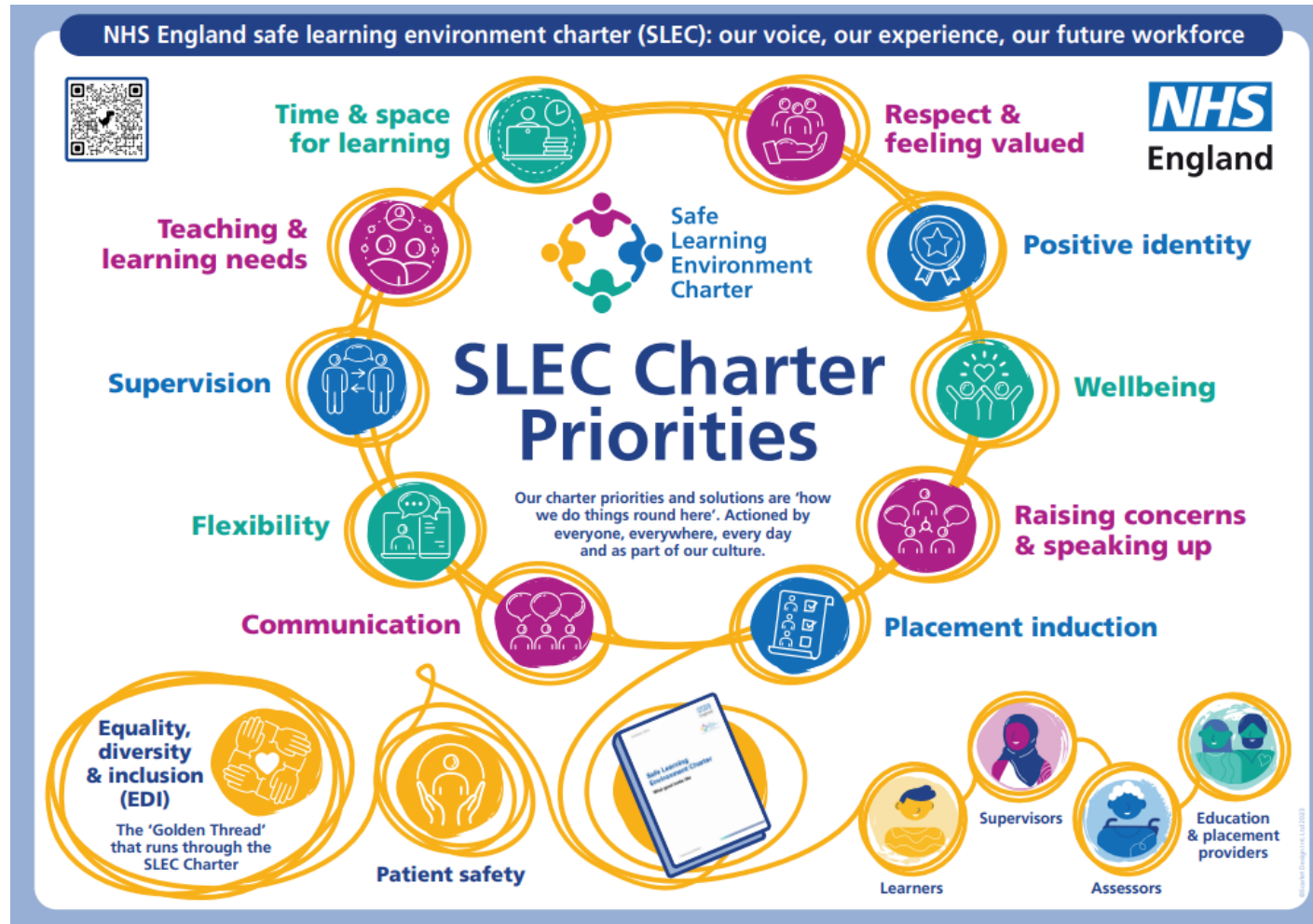


# Educator workforce strategy





# Safe learning environment charter





**Time and space for learning**  
Learners are given time to reflect on and process learning experiences. They receive regular verbal and written feedback which provides opportunities for development and assessment to occur

**Together, education and placement providers should:**

- Allocate protected time for placement documentation.
- Maximise learning with innovative teaching opportunities.
- Provide learners with IT access to complete digital placement documentation.



**Placement providers should:**

- Provide dedicated areas for learners to practice their skills.
- Ensure learners have access to clinical placement educational facilities including library services.
- Ensure learners have access to digital systems required for episodes of care.



**Practice supervisors / assessors should:**

- Adapt teaching and levels of support to individualise learning.
- Give constructive feedback to assist learning & develop proficiency.
- Provide feedback to support the assessment and determine the learner's achievement and progression.



**Learners should:**

- Be proactive in seeking out learning opportunities.
- Participate in shared learning.
- Ask for feedback and value its importance for the development of clinical proficiencies.





# How to make trainees happy and want to stay

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# The leaky bucket





# Why care about student experience?





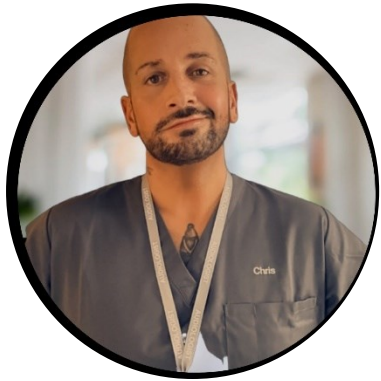
# What we did

- Interviewed current or recent students on a variety of different programmes:
  - PTP
  - STP
  - Apprenticeships (England)
  - Apprenticeships (Wales)
  - BSc in Clinical Physiology (Scotland)
  - *\*Tried to meet people from N Ireland but no response to invitations*
- Asked about what went well and what could have been better



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# Our contributors



Chris Durber

Cameron Dunn

Emma Skulski

Marsha Martin

Beth Woodhouse

Fatimah Choudhury



Thomas Follows

Christine Tait

And others.....



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# Getting off on the right foot







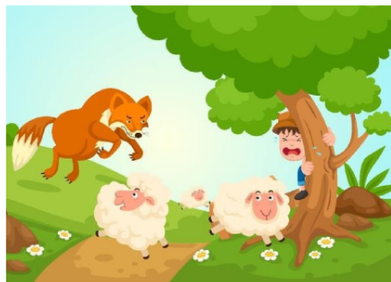
# Remember everything is new

## The Boy Who Cried Wolf

A boy named John was once taking care of some sheep not far from a forest. Nearby was a village, and he was told to call for help if there was any danger.

One day, he thought he would have some fun, and he cried out with all his might, "The wolf is coming! The wolf is coming!" The men came running with clubs and axes to save the boy from the wolf. As they saw nothing, they went home again and left John laughing in his sleeves.

The day before he had had so much fun, John cried out again the next day, "The wolf! The wolf!" The men came again. This time not as many as the first time. Again they saw no trace of the wolf, so they shook their heads and went back.



On the third day, the wolf came in earnest. John cried in dismay, "Help! Help! The wolf! The wolf!" Not a single man came to help him. The wolf broke into the flock and attacked the sheep. Among them was a beautiful lamb that belonged

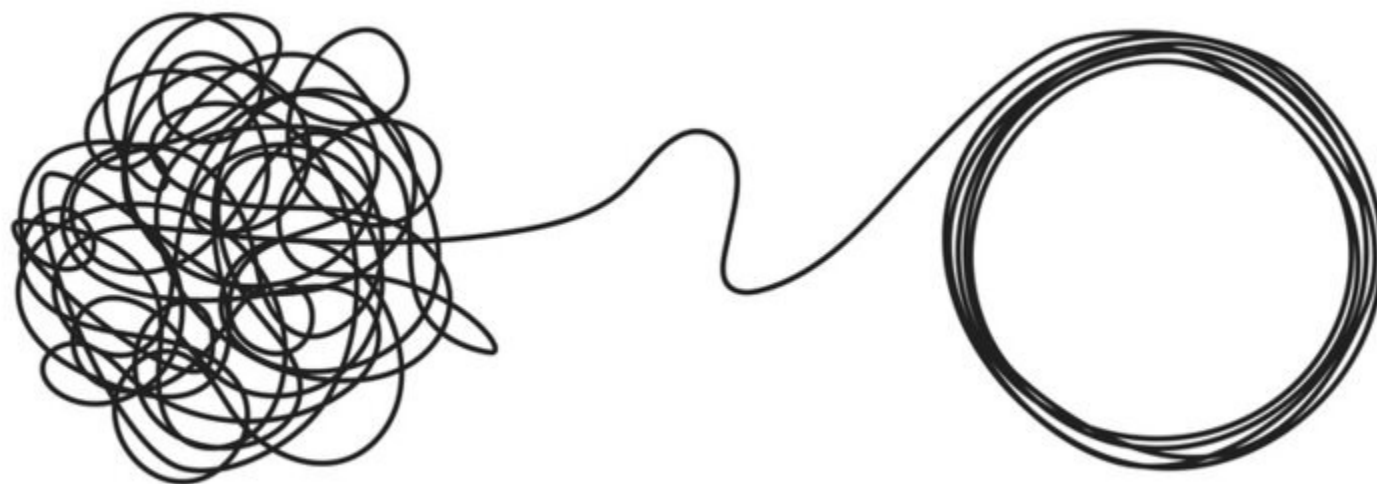
to John. Then he felt very sorry that he had deceived his friends and neighbors, and he grieved over the loss of his pet lamb.

The truth is not believed from one who often has deceived.



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# Organisation is key!





# Psychological safety





# It's OK to fail (and learn)





# Feedback is important

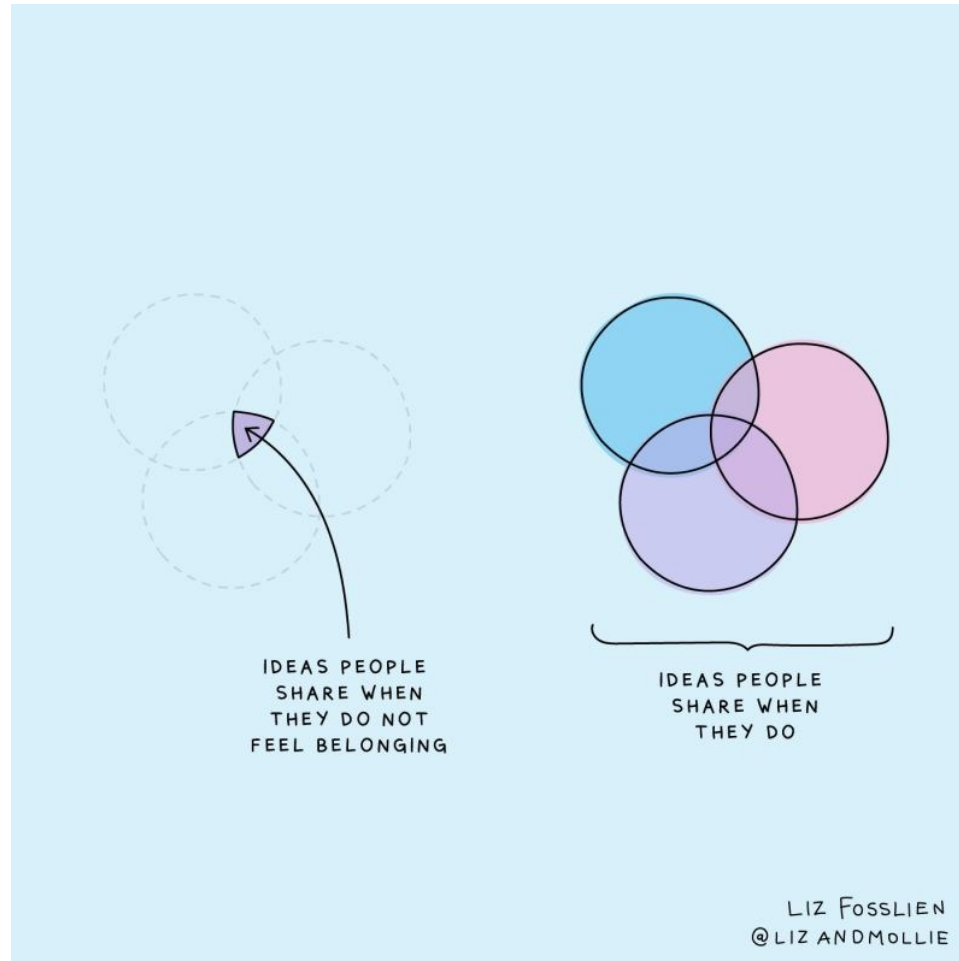






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# Building trust





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# Clinicians are all different

Always remember that you are absolutely unique. Just like everyone else.  
*- Margaret Mead*





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# Consistency

**OUTLIERS**



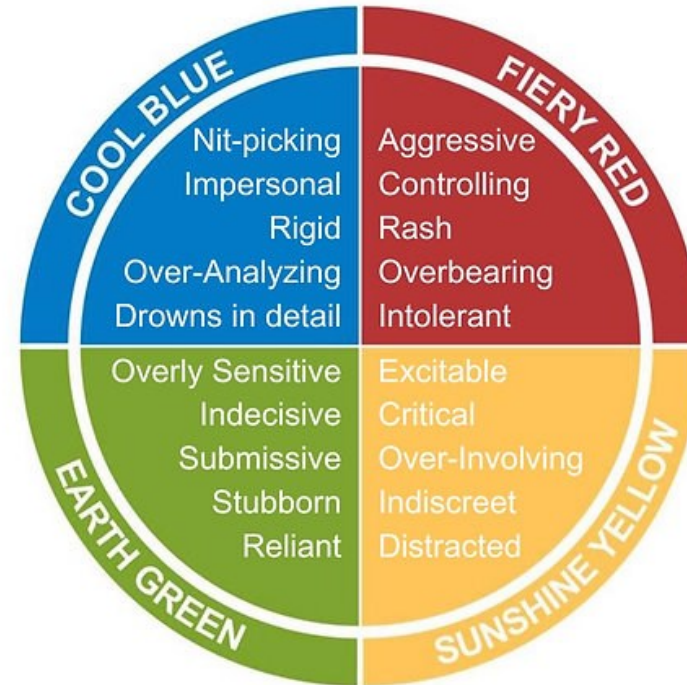


# Learners are also all different

## Good Day



## Bad Day







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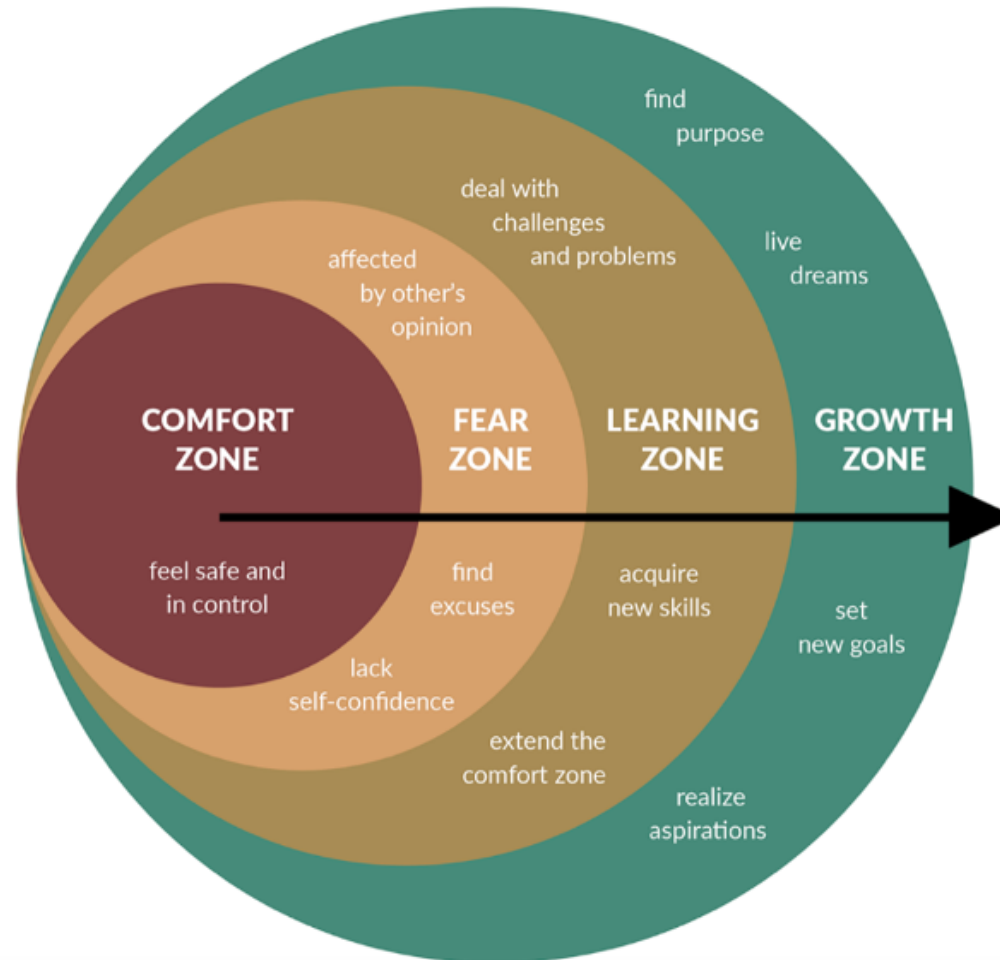
# Lives outside of work







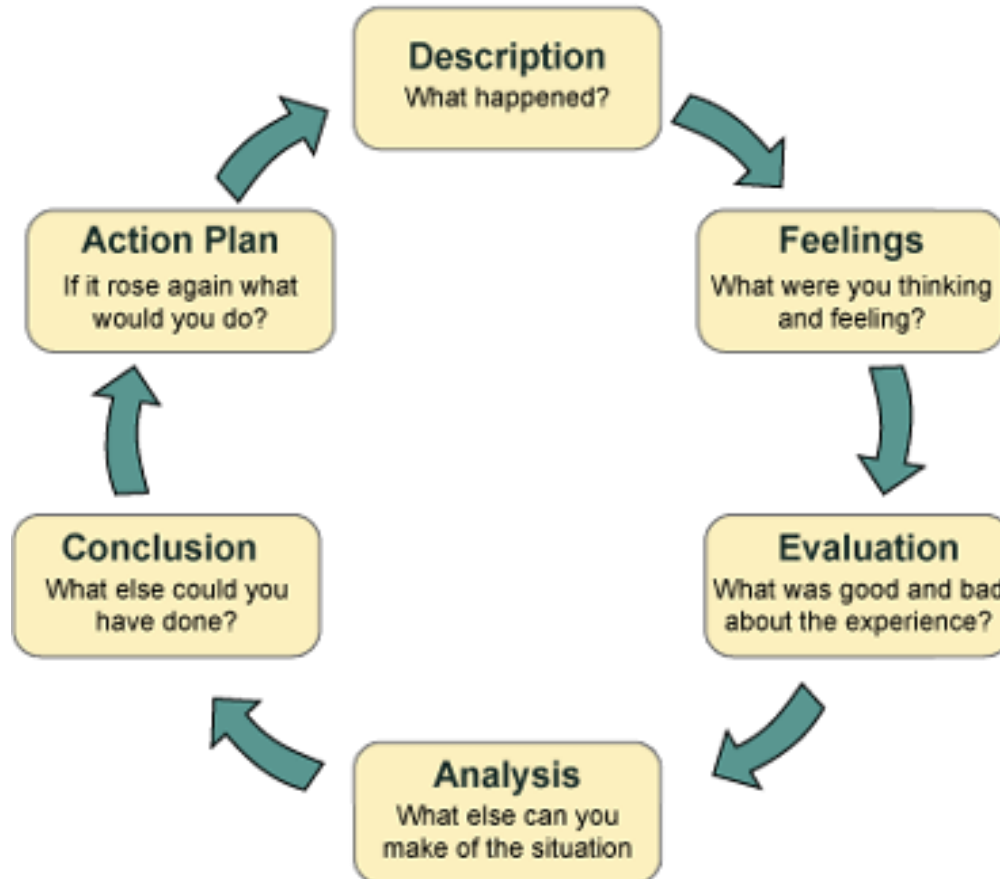
# Spending time in the stretch zone





# Reflective practice

## Gibbs Reflective Cycle





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# Doing vs shadowing





# Competing for time with other students





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# Bad experiences







# Peer support is important







# Support transitioning from being a student





# Powerful quotes

When you're nudged outside of your comfort zone, that's when the magic happens; the moments where all your work and learning suddenly come together and you think "I can do this"

They have set my foundation. I will never forget them or forget this. They have made me who I am as an audiologist

I'm really privileged to be with people who have the highest accolades of their profession, they don't see what I see because they do it all the time because they are amazing and to help people like myself try to achieve just a snippet for what they have achieved is an amazing thing, they give their support and encouragement and so I couldn't do the things without them



# Challenges all look different

- Managing relationships between HEI and placement e.g. sickness
- Working on placement far from where you are living
- Never having enough time!
- Learning how to search for articles and write scientifically
- Learning how to manage your workload and time, and to prioritise
- Would like protection of training time



# Recommendations

## **Foster psychological safety:**

- Train staff in giving feedback
- Opportunities for everyone to share mistakes as learning opportunities
- Normalising vulnerability
- Ask trainees for feedback

## **Give students the following opportunities:**

- Induction
- Learning from a wide variety of clinicians
- Peer support – signposting to local networks or buddy systems

## **Meetings with supervisor to include:**

- Support with organisational skills
- Regular updates of training plan, jointly with student
- Regular check ups on wellbeing
- Nudging out of comfort zone

## **Department-level:**

- Training sessions with longer appointment times
- Communal spaces to allow for shared learning



# Key take home messages

Every student who had a good experience wanted to stay;  
Everyone with a bad experience was looking to leave.

A supportive culture is essential



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