



HOSPITAL TRAINING PLAN

EMPower Training Plan Implementation Checklist

- 1. Convene your EMPower Training project team.** We suggest that you include one or more front line staff members from the maternity and postpartum units, nurse manager, nursing director, member of hospital leadership, lactation specialist, staff educator, QI/Safety department representation and a family/patient representative.

- 2. Complete the EMPower Training project charter.** A project charter is a systematic, structured way to organize your training plan and implementation. It includes the project focus, goal, timeline, scope, and team members. On page 2, you will find a charter template that you can customize (see green font for directions on the customizable sections, also noted with an asterisk *). Be sure to fill in the following information:
 - a. **Project Approach.** Typical approaches involve hands on skills fairs, simulations labs, and bedside check observation.
 - b. **Scope.** This section describes activities that are considered in or out of scope for your training plan. You may add to the list started here to ensure that everyone on your team remains focused on the in-scope tasks.
 - c. **Team Members.** Consider which individuals will be key to implementing your training plan.
 - d. **Stakeholders.** Consider which individuals and organizations may be impacted by your training plan, in addition to those on your multidisciplinary team.
 - e. **Communication Plan.** Consider how information about your training plan can be spread most effectively through your facility.
 - f. **Sustainability Plan.** Think about how you plan to continue training beyond your initial training plan.
 - g. **Training Timeline.** Be sure to complete a training timeline – and update it as needed – to ensure that you remain on track to achieve your training goal.

- 3. Share your Hospital Training Plan with your project team and senior leadership.**

- 4. Begin training implementation and track staff training.** Use the EMPower Training resources, including the Training of Trainers manual and staff training tracker.

- 5. Review this Hospital Training Plan regularly with your team and coaches and make additions and updates as needed.** This is intended to be a living document to organize and guide the work of your team over time.

EMPower Training Plan Charter

AIM STATEMENT	<p>By [insert date], our hospital will improve the capacity of hospital staff to implement evidence-based maternity care practices supportive of optimal infant nutrition.</p> <p>Our specific goal is to have [insert percentage]% of maternity care staff complete the EMPower Training hands-on competency training by this date.</p>				
DELIVERABLES	<p>Project deliverables include</p> <ul style="list-style-type: none"> • A facility-specific hospital training plan (completion of this document) • Completed staff training tracker 				
APPROACH	<p>*Think about your approach to training your staff. Which method will you use, based on the options you know or learned through the EMPower Training modules? How will you roll out the training? Use the accompanying customizable timeline at the end of this charter to help you develop a plan.</p> <p>Selected Training Method:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hands-On Skills Fairs <input type="checkbox"/> Simulation Labs <input type="checkbox"/> Alternative/Other (Please specify) <p>Plan to Track Training: Track using your own system or use the EMPower Training Staff Training Tracker (separate Excel file). Note here who will be responsible for tracking and any details on how you plan to get the required information and frequency at which it will be updated.</p> <p>Other Notes / Considerations: Fill in any additional comments about your approach here:</p>				
SCOPE	<p>*Note here any additional in- or out-of-scope considerations that are specific to your hospital.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>In Scope</u></td> <td style="text-align: center; width: 50%;"><u>Out of Scope</u></td> </tr> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Hospital structure and policies to support breastfeeding training • Process for staff training and education re: breastfeeding support </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Hospital policies and structures unrelated to labor and delivery/breastfeeding • Achieving Baby Friendly Designation </td> </tr> </table>	<u>In Scope</u>	<u>Out of Scope</u>	<ul style="list-style-type: none"> • Hospital structure and policies to support breastfeeding training • Process for staff training and education re: breastfeeding support 	<ul style="list-style-type: none"> • Hospital policies and structures unrelated to labor and delivery/breastfeeding • Achieving Baby Friendly Designation
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<p>TEAM MEMBERS</p>	<p>*Identify your project team members here. We make suggestions in gray for who may be a good fit for the role. See Appendix A for descriptions of the responsibilities for each role and modify according to your hospital's needs. You may document updates to this section if team members change during the project.</p> <p>Project Sponsor: Hospital CEO</p> <p>Project Leader / Training Team Lead: Director of Maternal-Child Health</p> <p>Trainer(s): Lactation Consultant, Nurse Clinicians, Department of Professional Development and Nursing Education, Staff Educators, Nurse Managers</p> <p>Training Tracker / Data Collector: CNS, Lactation Consultant, Nurse Managers</p> <p>Education Event Coordinator: Nurse Clinicians, Department of Professional Development and Nursing Education (Director, Educators, CNS staff)</p> <p>Patient or community champion(s) : Mother who recently delivered at hospital</p>
<p>STAKEHOLDERS</p>	<p>*Consider who has a stake in the success of this project. We've started a list for you here that you can edit as needed. Once you've identified stakeholders, make sure your communication plan includes them so that you are keeping them in the loop on your training progress.</p> <ol style="list-style-type: none"> 1. Hospital CEO 2. Hospital COO 3. Hospital CNO 4. Physicians (Obstetrics, Family Medicine, Anesthesia) 5. Pregnant women, new mothers, other family members 6. Nurses (Maternal-Child) 7. Lactation Consultant 8. WIC 9. OB Clinic Staff
<p>COMMUNICATION PLAN</p>	<p>*Consider how information about your training plan can be spread most effectively through your facility. Typical methods of communication include email, daily huddles, periodic staff meetings, posted flyers, and new staff orientation. Fill in the table below to help you stay on track with communicating to your key</p>

audiences – both internal and external.

Audience (Person / Group)	Information to be Shared	Method	Frequency	Who will Communicate	Notes
<p>1.Hospital CEO/COO/CNO/ Board of Directors</p> <p>Nursing leader- ship</p>	<p>Program info, training plan, expected outcomes, impact of patient safety and satisfaction</p>	<p>Ask to be placed on meeting agenda Email updates as necessary</p>	<p>Upon initiation of plan and then every 6 months</p> <p>During planning And prn</p>	<p>Director of Maternal-Child Health</p>	
<p>2. Policy/Practice Committee</p>	<p>Teaching plan and outcomes expected Policies required Practice changes required</p>	<p>Meeting</p>	<p>Prior to Plan, Initiation of plan, monthly</p>	<p>CNS Lactation Consultant</p>	
<p>3.Mother/ Physicians (Obstetricians, Family Medicine, Anesthesiologist s)/Clinical Staff</p>	<p>survey to discussion what breast feeding info is understood and what myths or bias exist; Provide written information on Empower purpose (info provided at conference); Discuss Teaching plan;</p>	<p>In person/on unit; Staff meetings</p> <p>Email</p>	<p>Survey before implementati on, upon completion and 6 months and 12 months after roll out</p>	<p>Lactation Consultant Nurse Clinician Nurse Educator Director of maternal-Child Health</p>	

4. Internal WIC resources	Education on the EMPOWER initiative/purpose and implementation plan. Discuss WIC inpatient requirement changes	WIC Staff Meetings. Meeting with Managers Emails Distribution of Literature	Initially after plan finalized After education complete and upon implementation of changes	Lactation Consultant Director of Maternal-Child Health	
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***Consider how you will maintain staff training knowledge over time, including retraining existing staff and training new staff. We have started a list of potential steps to promote sustainability. Please edit and add additional steps as needed.**

SUSTAINABILITY PLAN

Consideration	Sustainability Plan
1. Plan for providing regular updates to hospital leadership to maintain support:	Quarterly Updates at Hospital based Board Meeting where all stakeholders are present
2. Plan for making training efforts visible within hospital:	Brief description of Empower training, purpose, and goals to be listed on Hospital intranet under Nursing Education. To be mentioned in nursing newsletter quarterly
3. Plan for ensuring training of all new maternity care staff:	Each new staff to complete unit competency training within 6 months from date of hire. Training to be included with orientation plan, beginning with Learning Management System (LMS) module didactics and preceptor modeling.
4. Plan for and timing of refresher training of existing staff:	Annual mandatory Didactic training on (LMS) and in-person competencies

5. Plan for ensuring availability of maternity care staff time for training:	Managerial oversight of staff schedule and maintaining an annual training schedule to appropriately time the required training for the initiative
6. Plan for ensuring availability of funding for maternity care staff training:	Quarterly presentation to Board of Directors and key stakeholders justifying the need for sustainment of the initiative.
7. Plan for linking maternity care training to hospital QI infrastructure and efforts:	Make part of Nursing dashboard for breastfeeding rates at the unit level and discussed monthly at OB QI with a roll-up to the nursing organizational dashboard for quality discussed quarterly.
8. Plan for hospital policy needed to support ongoing staff training:	Place precise language, applicable to maternal-child health staff for requirement and levels of training required.

EMPower Training 2018-2019 Timeline

*Please modify and customize this timeline as you see fit to suit your hospital's training plan.

Task	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019
Attend Welcome Webinar								Core Competency 1: Introduce one (1)Core competency over a 6 week period		Core Competency 2		Core Competency 3	Core Competency 4		
Complete Breastfeeding & QI Capacity Assessment			X												
Complete Staff List			X												
Attend ToT Meeting			X												
Fill out Hospital Training Plan and Submit to Coach Dyad				Due Sep 21st											
Schedule Individual Call with Coach Dyad (to be held prior to Nov 15th)					X										
Train the trainers						X	X								
Implement Training Plan								X							
Update Senior Leadership at Hospital						X			X			X			X

Training Begins					X							
Begin collecting and input of completed education in staff training tracker (Excel file)					X							
Put together supplies, schedule, flyers and all learning material for core Competency 3 and 4					X							
Complete/ begin LMS training for core 3 and 4						X						
Training ends										X	X	

Appendix A: Team Member Roles and Responsibilities

Your team should review these roles and responsibilities and make edits where appropriate. For instance, you may decide to have the training team lead track completion of the overall training plan rather than a data collector. If that is the case, you can move that responsibility accordingly.

- **Project sponsor:**
 - Provide funding and high-level support
 - Assist with communication and implementation of new policies to support initiative

- **Project Leader/Training Team Lead:**
 - Overall facilitation of training plan implementation
 - Development of training team
 - Assign roles/ responsibilities
 - Communicate expectations and coordination of overall efforts
 - Hold team members accountable
 - Point of contact for EMPower Training Coaches
 - Communicate training plans to team members and senior leadership

- **Trainer(s):**
 - Develop and facilitate training sessions
 - Teach and mentor maternity care staff in skills outlined in training plan
 - Validate competency of knowledge and skills

- **Training Tracker/ Data Collector:**
 - Track completion of overall training plan
 - Track competency validation of each maternity care staff member
 - Organize training attendance and documentation of completion
 - Utilize EMPower Training Tracking materials
 - Report Training completion to EMPower Training Coaches

- **Education event coordinator(s):**
 - Coordination of training events (i.e. Skills labs/ fairs, simulation labs, workshops, etc)
 - Collaborates with Master Trainers/ Team for training plan development
 - Tasks related to event planning: Reserve training space, print training materials, advertise/ communicate training events details to staff (flyers, emails, etc), compile needed training supplies (baby dolls, breast models, etc)
 - Put a “creative touch” into planned training events....makes training “fun”

- **Patient or community champion(s):**
 - Provide input to ensure that training results in patient and family-centered care
 - Assist with ensuring training appropriateness and availability for all populations

Proposed training schedule: First session to Begin January 7, 2019. New session begins every 6 weeks. Each session to run for 8 weeks. Final session ends June 15, 2019. Numbers 1-4 indicate session (there are 4 sessions (Core competencies)). S= sessions starts. E= Session ends:

January 2019							February 2019							March 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5						1	2						1E	2
6	1B	8	9	10	11	12	3	4	5	6	7	8	9	3	4	5	6	7	8	9
13	14	15	16	17	18	19	10	2B	12	13	14	15	16	10	11	12	13	14	15	16
20	21	22	23	24	25	26	17	18	19	20	21	22	23	17	3B	19	20	21	22	23
27	28	29	30	31			24	25	26	27	28			24	25	26	27	28	29	30
														31						

April 2019							May 2019							June 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	2E	6				1	2	3	4							1
7	8	9	10	11	12	13	5	6	7	8	9	3E	11	2	3	4	5	6	7	8
14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	4E
21	4B	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22
28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29
														30						

July 2019							August 2019							September 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6					1	2	3	1	2	3	4	5	6	7
7	8	9	10	11	12	13	4	5	6	7	8	9	10	8	9	10	11	12	13	14
14	15	16	17	18	19	20	11	12	13	14	15	16	17	15	16	17	18	19	20	21
21	22	23	24	25	26	27	18	19	20	21	22	23	24	22	23	24	25	26	27	28
28	29	30	31				25	26	27	28	29	30	31	29	30					

October 2019							November 2019							December 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5						1	2	1	2	3	4	5	6	7
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28
27	28	29	30	31			24	25	26	27	28	29	30	29	30	31				

Tentative Schedule of classes

(4 days a week with 4 sessions each = 16 sessions per week x 8 weeks =128 sessions per competency with 2 nurses per session = 256 nurses trained)

Each trainer takes 0.5 to 1 day each week (TBD) for 6 months

Use LMS to register 2 participants per schedule

Schedule to accommodate all 3 shifts.

Mondays:

7:30 am-9:00am

9am-10:30am

10:30am-12:00pm

1:30-3:00pm

Tuesdays:

11:00am-12:30pm

12:30pm-2:00pm

2:00pm-3:30pm

5:00pm-6:30pm

Wednesdays:

7:30 am-9:00am

9am-10:30am

10:30am-12:00pm

1:30-3:00pm

Thursdays:

11:00am-12:30pm

12:30pm-2:00pm

2:00pm-3:30pm

5:00pm-6:30pm