

Northern Devon Healthcare NHS Trust

**Kallidus Learning Management System:
Project implementation and Trust benefits study**

Northern Devon Healthcare 
NHS Trust

Incorporating community services in Exeter, East and Mid Devon



KALLIDUS

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Executive summary

Northern Devon Healthcare NHS Trust implemented Kallidus LMS in 2013. Kallidus has significantly improved learning outcomes, increasing access to e-learning and saving vital clinical and administrative resources that are now invested in improving quality of care. In year one, Kallidus enabled 8,300 staff working hours to be released back into the organisation, reinvesting 4,300 hours of clinical and nursing time back into patient care. Resource efficiencies improved substantially, with £1m cost savings for patient-facing staff estimated in year one, compared with classroom learning. Within 14 months, learning compliance had increased to 86% (up by 21%), meeting or exceeding nearly all Trust compliance targets.

Background

Northern Devon Healthcare NHS Trust (NDHT) is the largest UK Trust by geographical coverage, operating across 1,300 square miles. The Trust offers both acute services and health and social care services, across district and community hospitals, GP surgeries and in patient's homes. With 24/7, 365 days provision of services each year and a diverse workforce, an efficient, integrated management approach is essential.

The Trust had access to an NHS-funded National Learning Management System (NLMS) but found that the quality, usability and accuracy of the system was hindering rather than improving learning outcomes. NDHT relied heavily on face-to-face learning instead, yet training venue costs, travel and time away from work – both in and out of hours – significantly impacted clinical effectiveness, patient care and efficiency measures. The Trust needed a user-friendly system to manage and access the complete learning prospectus.

NDHT implemented Kallidus LMS in March 2013¹.

¹ All quantitative and qualitative client data and estimated figures within this entry were supplied by NDHT

The LMS contributed to the overall success of the organisation

In year one, Kallidus LMS released almost 8,300 hours of staff working hours back into the organisation, with 4,300 hours of clinical and nursing time reinvested back into patient care. Training compliance also increased from 65% to 86%

NDHT strategic objectives ²

- Deliver highest quality care, measured in terms of clinical effectiveness, patient safety and the patient experience
- Recruit and develop a flexible and multi-skilled workforce
- Run services efficiently and effectively

Rather than just being able to complete e-learning courses online with the National Learning Management System (NLMS), Kallidus LMS has empowered staff to choose from a catalogue of blended learning relevant to their role and book online.

‘Since implementing Kallidus at the Trust, we have seen a significant increase in e-learning completions over traditional face-to-face sessions. In fact, in the first year of using Kallidus, the use of e-learning increased by 25%. We can now cater for different learning needs across the workforce, and staff are much clearer about what they need to achieve and when. Learning is much more transparent and accessible, and it is improving performance across the Trust.’

Darryn Allcorn, Director of Workforce and Development, NDHT

This has led to two significant achievements for the Trust, aligning with organisational objectives to meet (and exceed) compliance targets, develop staff effectively, and make efficiency savings to help deliver the highest quality care:

1. Based on average teaching time for face-to-face learning, the increase in e-learning as a preferred learning option has released 4,264 hours of clinical and nursing time and 3,990 hours of non-patient facing time; a total of almost 8,300 hours saved for investing back into clinical effectiveness, patient safety and the patient experience (see [Appendix 1](#)).
2. The Trust’s two-tier learning matrix covers mandatory and statutory learning for all employees (e.g. health and safety training) and role-specific training (e.g. safeguarding children and dementia training). For five years, key performance indicators (KPIs) were below target, with mandatory training compliance averaging 60-65%. 14 months after implementing Kallidus, learning compliance exceeded target – averaging 86% – with some compliance levels improving by over 25% (see [Appendix 2](#)).

² www.northdevonhealth.nhs.uk/about/strategy/

The LMS demonstrated an effective return on investment (ROI)

Kallidus LMS has improved accessibility to e-learning, saving the Trust an estimated £1m in training costs for patient-facing staff in year one, compared with classroom learning

Here we consider the financial benefits Kallidus LMS has provided through accessibility to e-learning.

Financial ROI for patient-facing learners

Based on average Trust figures, the cost per annum of learning for clinical and nursing staff is estimated to have halved with Kallidus LMS, as compared with face-to-face learning. Offsetting this against one-off set-up and recurring annual costs, cost savings for 3,000 patient-facing learners is estimated at more than £1m in year one alone, increasing to £1.3m from year two onwards.

Classroom	e-Learning	
4	2	Typical no of days out of work for training/training sessions per learner
45%	0	% of learners travelling to attend training
£0.56	£0.00	Travel cost per learner/per mile
30	0	Average travel miles per learner/per course
80	20	Administration of one course (mins)
25	1	Administration of one delegate (mins)
£137	£34	Cost of course administration ³
£128,571	£5,143	Cost of delegate administration ⁴
£100	£0	Venue cost per day
£280	£0	Cost of trainer per day
£10	£0	Cost of training materials per learner
£2,380,949	£1,122,977	Cost of annual learning (based on 3,000 learners and an average daily learner cost of £180)
	£77,800	One-off LMS implementation cost
	£37,800	Ongoing annual cost of LMS
	£189,000	One-off cost of e-learning courses

Estimated cost savings for patient-facing staff

Savings year 1 (year of implementation)	£1,028,971
Savings year 2 onwards	£1,257,971

Estimated cost savings for all staff

Using the same calculations, the total savings for all 4,500 learners across NDHT are estimated at **£1,668,244** in year one and **£1,897,246** from year two onwards

³ Includes average learner costs, administration time per course and per delegate

⁴ Includes number of delegates, average learner costs, administration time per delegate and time out of work for training

The LMS made effective use of new technologies

Many staff are embracing the opportunity to access e-learning remotely on mobile devices, increasing learning compliance results for the Trust

The roles, hours and locations in which NDHT employees operate are diverse, as are their different learning styles. The Trust wanted to increase choice by offering staff the option of mobile access to e-learning. Whether they are hospital based or attending patients at home, Trust staff can access Kallidus LMS rapidly from (almost) everywhere, and can learn offline in locations with poor or no connectivity, syncing their progress when back online. 24/7 mobile access via virtually any modern browser, device or platform enables staff to fit their learning around work schedules.

This has proved particularly useful for shift workers who would normally have to attend classroom training outside of normal working hours, or those providing out-of-hours patient care. Mobile learning has also been welcomed by busy teams such as nursing staff, where the only computer access is at a crowded, shared nurses' station. According to Darryn Allcorn, Director of Workforce and Development, many staff are embracing the opportunity to access e-learning remotely on mobile devices, increasing learning compliance results for the Trust.

The LMS enhanced opportunities for learning

The Trust has made use of the browser-based functionality of Kallidus LMS to enhance opportunities for learning through collaboration, help and support:

- Offering webinar-style learning for staff, with the integration of Webex into the LMS.
- Building communities of practice, enabling learners to ask questions and share best practice via online forums. Use of this function within the LMS has risen significantly, with 111 open forum threads as of July 2014.
- Embedding multimedia within the LMS (such as videos and a Twitter feed) introduces the L&D team to new starters, keeps staff up-to-date with new courses and organisational learning strategies, and helps individuals understand how their learning and development impacts successful outcomes.
- Increasing access to others learners and e-mail support through 'My Messages': the user's personal LMS inbox.

'Kallidus LMS has improved staff access to blended learning across the organisation by giving individuals a personalised dashboard view of their learning requirements and CPD opportunities. Employees and their managers have ownership of learning, so they can login and see instant visibility of progress and areas for development. Kallidus's self-service course booking and automated reminders have increased the speed to deployment of our e-learning and classroom courses, and the overall usability of Kallidus has significantly enhanced learner engagement compared with the National LMS.'

Darryn Allcorn, Director of Workforce and Development, NDHT

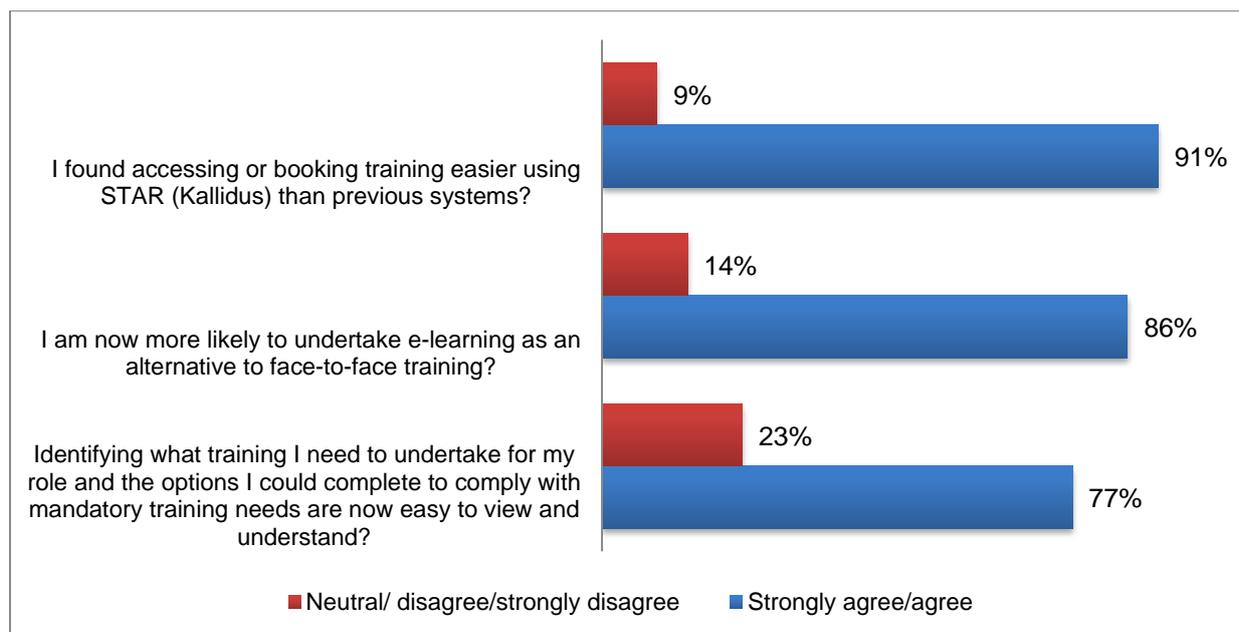
The LMS has been implemented successfully

Use of Kallidus LMS significantly increased administrative efficiencies: the Trust's entire 2014 learning prospectus was uploaded 3 months ahead of target

The Trust carries out thousands of hours' worth of e-learning, and all courses must be uploaded to the LMS in advance. Before Kallidus was implemented, administrators would spend an average of two months uploading the entire learning prospectus, finishing this task in December, which left managers little time to plan learning schedules before the new year began. The usability and time-saving functionality of Kallidus revolutionised this process. Last year – for the first time – all mandatory and CPD courses were available three months' ahead of target. These resource savings have been reinvested across the Trust, helping to further improve the patient experience.

Staff questionnaire

In January 2014, 9 months after Kallidus was implemented, NDHT surveyed 2,000 staff at random over 4 weeks. 91% of respondents agreed that accessing and booking training was easier with Kallidus; 86% said they were more likely to undertake e-learning rather than classroom training; 77% found it easy to view and understand mandatory learning requirements and options for their role.



Respondents were also asked for qualitative feedback. Compared with comments before Kallidus was implemented, the positive impact of Kallidus on learner engagement is clear:

	Before Kallidus implementation	9 months after Kallidus implementation
Choice	'I don't like e-learning'	'I have traditionally not opted to undertake e-learning, however [Kallidus] has been easy to use'
Access	'I want to see all training in one place'	'Being able to access training through one password is much better'
Accuracy	'The system doesn't report correctly – not all training gets captured'	'I no longer have concerns about accessing training that won't be recorded'
Direction	'I need to be signposted and told what to do'	'I now know what training I need to do and when'
Flexibility	'I want to do learning at home'	'The ability to access [e-learning] on the move is great'

Conclusion

Kallidus has significantly improved learning outcomes, increasing access to e-learning and saving vital clinical and administrative resources that are now invested in improving quality of care and meeting key strategic objectives. In year one, Kallidus released 8,300 staff working hours back into the organisation, learning compliance increased by 21%, and an estimated £1m cost savings were made through e-learning for patient-facing staff.

As well as convincing the Board that the Trust should invest in a paid LMS, rather than using the NHS-funded system, the Trust also had to persuade a workforce wary of previous online learning mechanisms. It is clear that Kallidus has exceeded the Trust's expectations, not only providing efficient and effective learning management but also earning the respect of a diverse workforce, to the extent that staff are now requesting for their appraisals to be conducted through Kallidus Performance software.

Further information

www2.kallidus.com/LMS-NDHT | info@kallidus.com | 01285 883900

Appendix 1 Kallidus LMS: Benefits realisation table

		Mandatory training compliance by headcount							Hours spent on mandatory training			
		03/2013			03/2014			Variance	03/2013	03/2014	Variance	
Staff type	Staff group	Headcount	Headcount compliant	Headcount not compliant	Mandatory training compliance %	Headcount compliant	Headcount not compliant	Mandatory training compliance %	12 month compliance variance	Total hours spent on mandatory training	Total hours spent on mandatory training	Variance on hours spent on training
PATIENT FACING	Additional Clinical Services	940	755	185	80%	843	97	90%	9%	15100	13910	-1191
	Allied Health Professionals	480	401	79	84%	442	38	92%	9%	4812	3315	-1497
	Nursing and Midwifery Registered	1347	954	393	71%	1188	159	88%	17%	19080	17820	-1260
	Medical and Dental	245	132	113	54%	198	47	81%	27%	1584	1267	-317
	Subtotal* (patient facing staff)	3012	2242	770	72%	2671	341	88%	16%	40576	36312	-4264
NON-PATIENT FACING	Add Prof Scientific and Technic	136	98	38	72%	124	12	91%	19%	1176	992	-184
	Administrative and Clerical	1080	762	318	71%	982	98	91%	20%	9144	6874	-2270
	Estates and Ancillary	252	212	40	84%	223	29	88%	4%	2544	1338	-1206
	Healthcare Scientists	68	58	10	85%	61	7	90%	4%	696	366	-330
		Subtotal* (non-patient facing staff)	1536	1130	406	78%	4061	487	90%	12%	13560	9570
	TOTAL	4548	3372	1176	75%	6732	828	89%	14%	54136	45882	-8254

*Average compliance percentages by staff type

Appendix 2 Organisational learning compliance by division

Division	Mandatory				Safeguarding Adults				Safeguarding Children			Statutory									
	Customer Care	Resus	Information Governance	EPSR	Safeguarding Adults Awareness	Safeguarding Adults Part A	Safeguarding Adults Part B (MCA & DOLs)	Dementia	Group 1	Group 2	Group 3	Equality & Diversity	Fire - Annually	Fire - 2 Yearly	Health & Safety	Infection Control (Clinical)	Infection Control (non-clinical)	Manual Handling (Patient)	Manual Handling (NP Bi-annual)	Manual Handling (NP Annual)	Slips, Trips & Falls
Target	80%	80%	95%	80%	80%	80%	80%	85%	90%	90%	90%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Mar-13	67%	73%	76%	44%	96%	72%	68%	83%	94%	57%	49%	89%	71%	90%	71%	78%	87%	78%	85%	64%	91%
May-14	88%	78%	74%	72%	98%	72%	77%	92%	97%	80%	75%	96%	83%	92%	93%	86%	90%	88%	90%	88%	96%
14-month compliance variance	↑ 21%	↑ 5%	↓ -1%	↑ 28%	↑ 2%	↑ 1%	↑ 9%	↑ 9%	↑ 3%	↑ 23%	↑ 26%	↑ 7%	↑ 13%	↑ 2%	↑ 22%	↑ 8%	↑ 2%	↑ 10%	↑ 5%	↑ 24%	↑ 5%