People and Workforce Development Strategy: 2017-2020
Introduction

Welcome to our People and Workforce Development Strategy.

The principal aim of this strategy is to bring together a series of frameworks that have been designed and implemented across the organisation to enable us to achieve our people and workforce goal to ‘find, keep and grow’ high quality staff and volunteers. We believe this will ensure our ongoing sustainability and future success as a world class leader and provider of palliative care and enable us to achieve our vision of “a world in which all dying people and those close to them have access to the care and support they need, when and wherever they need it”.

Our workforce deals with many external challenges on a daily basis; this includes societal changes such as people living longer, many with more than one life-limiting condition, the impact of a challenging socio-economic climate and a rise in public expectations. We are also facing a nationally recognised shortage of qualified nursing staff with numbers continuing to decline, changes in the way care is both commissioned and provided and some uncertainty around the potential impact of ‘Brexit’.

Our internal pressures include an aging workforce (with just over 50% being over the age of 50) and the need to better support staff to become more resilient and manage organisational change.

We recognise that workforce planning requires a long-term perspective which includes the need to find innovative solutions and implementation of transformational change (such as the introduction of new models of care and greater use of technology) to meet our strategic priorities. Therefore this document is very much an emergent document that will be subject to development as the needs of the sector, patients, staff and the organisation evolves over time.

Developed by our HR Director and the Workforce Development Steering Group, this strategy has been widely shared and discussed amongst our senior managers and our Staff Forum. The actions will be formally monitored by the HR Directorate and reported to both the Workforce Development Steering Group and the Executive Team.

Overview of the workforce

St Christopher’s employs in the region of 600 staff (including bank staff) and at least 50% of these staff occupy nursing and direct care roles. We also engage the services of approximately 1,200 volunteers. Our staff and volunteers work across two patient sites in Sydenham and Orpington and 19 charity shops (plus one e-commerce trading unit). Our workforce consists of many different people, from around 28 different countries, who possess a range of skills, knowledge and expertise, with different levels of experience and who are at different levels of their careers.

In order to retain these skills and to attract future talent, we need to provide an environment where staff and volunteers feel highly motivated to be able to consistently perform their roles to a high standard and actively role model our organisational values and behaviours. We also recognise the need to improve our organisational diversity, which will address both our aging workforce and our predominantly white workforce, so we move towards having a more multicultural workforce that reflects the diversity of our customer base.

The key outcomes in this People and Workforce Development Strategy are to ensure that our workforce:

- is fit for the future and will ensure our long-term sustainability
- feels more resilient and able to deal with emerging challenges
- feels confident with the introduction of new systems and changes to existing ways of working
- is able to work across a range of different settings and across organisational and professional boundaries, in order to meet the needs of our patients and their families
- feels brave enough to overcome outdated perceptions and actively promotes new innovative models of care and greater use of technology to reach more people
- has access to effective training, CPD and higher level development throughout their careers
- feels they have fulfilling work, job satisfaction and potential career opportunities, at all levels.

Focus

With a focus on our patients/service users, staff and the organisation, this strategy provides the following benefits:

- **For our patients** – ensuring we have the right staff with the right skills in the right place at the right time to ensure that our patients and their families are at the heart of everything we do
- **For our staff** – ensuring staff feel welcomed, supported, valued and equipped to undertake their roles more effectively and with confidence
- **For St Christopher’s** – ensuring we have effective, efficient and futureproofed workforce plans and strategies which meet legislative requirements and reduce organisational risk.
Workforce development objectives

We have identified four primary objectives to help us to achieve our People and Workforce Development goals to ensure that we ‘find, keep and grow’ our workforce.

These objectives contain eight frameworks, each with supporting procedures including, action plans and template documentation to support consistency, compliance and transparency across the organisation.

To create a sustainable workforce
- Grow our Own Framework
- HR and Volunteer Strategy and Framework.

To develop a healthy organisational culture
- Health and Wellbeing Framework
- Equality and Diversity Framework.

To develop effective leaders and managers for the future
- Talent Management and Succession Planning Framework
- Leadership and Management Framework.

To create a highly capable and resilient workforce
- Performance Management Framework
- Training and Development Framework.
Through our Grow our Own Framework, HR and Volunteer Strategy and Framework our strategic intentions are to:

• futureproof our workforce to ensure we have the right number of people with the right skills, behaviours and shared values to meet the needs of the people we support.
• continue to identify innovative ways to grow our social care workforce to provide greater levels of support to patients/service users in their own homes.
• drive forward innovative ways of using technology to develop new models of care/improved ways of working.
• identify ways to reduce the level of dependency on qualified/registered practitioners to provide our services.
• maximise opportunities associated with the valuable contribution of our volunteers
• ensure our reward strategies are fair, transparent and equitable.
Examples of planned action

We will:
• develop and implement more widely the Compassionate Neighbours scheme to extend our reach and utilise non-employees to provide support within the community
• support greater usage of technology to extend our reach and improve organisational efficiency e.g. embedding SystmOne practice into day to day working and implement Echo or similar technologies to share our knowledge and expertise across the health and social care sectors
• carry out a Workforce Gap Analysis to identify gaps in current skillsets including Level 2 qualifications in maths and English (needed for Apprenticeship routes)
• continue to develop medium-term to long-term plans to address nursing staff pressures and identify these within the ‘Grow our Own Framework’, to include the development of future Nursing roles
• develop our Work Experience and Internship offer for young people within the communities we serve to promote greater interest in careers within health and social care
• create an Apprenticeship Framework and identify where apprenticeships can most effectively contribute to the development of our whole workforce including across our Trading/retail provision.

Examples of current action

We have:
• established a multi-professional Workforce Development Steering Group
• developed a range of tools to support the effective management of volunteers
• joined an Employer Trailblazer Group to develop Nursing Apprenticeship routes
• created a set of organisation-wide Pay Principles, introduced a new Job Evaluation process and created a new Single Pay Spine to support openness and transparency
• introduced MyHR, (HRIS Self Service) with plans to implement SystmOne (new EPR System)
• created a new staff handbook and an up-to-date and relevant set of policies and procedures
• created a Volunteer Management Framework to improve the support offered and provided to our volunteers and to provide consistency.
Through our Health and Wellbeing Framework and our Equality and Diversity Framework, our strategic intentions are to:

- ensure initiatives are in place to support healthy workplace practices aimed at minimising ill-health
- strengthen workforce resilience to enable staff to better manage their own health as appropriate including the development of support linked to personal resilience and mindfulness
- ensure high levels of engagement with our workforce through a range of different mediums
- provide access to a range of initiatives which offer safe and high quality support, when needed
- embed the work of the Health and Wellbeing Group and roles of our Health and Wellbeing Champions
- partner with external organisations to support an increase in our equality and diversity levels and improve cultural awareness.
Examples of current action

We have:
- become a Disability Confident Employer, Mindful Employer and a Stonewall Champion and have established an Equality and Diversity Steering Group
- actively engaged and involved staff in decisions relating to change that may impact on them
- introduced enhanced special leave entitlements e.g. carers leave and have provided staff with access to a confidential telephone counselling service
- delivered a number of Resilience and Mindfulness workshops, with a commitment to run future programmes
- run an in-house Health and Wellbeing Week which provided staff with access to a range of advice and support including smoking cessation, healthy diet and the importance of exercise
- established Health and Well-Being Champions to support individuals in the workplace.

Examples of planned action

We will:
- introduce a new Health and Wellbeing Framework which promotes healthy living awareness, such as smoking cessation and flu vaccinations, and which supports health needs e.g. drugs and alcohol dependency, mental health and the importance of good nutrition/diet and exercise
- establish a Volunteer Voices Forum and improve the Staff Forum ‘voice’ to better reflect and represent the views of the whole organisation
- review lone working arrangements and implement changes to ensure all staff feel safe when working in our community settings
- review and refresh the Occupational Health Service specification and identify whether alternative provision might better meet our needs
- formalise and implement improvements to our Clinical Supervision arrangements, across the organisation
- implement an effective exit policy that identifies reasons for leaving, including those based on organisational values and behaviours and to provide ‘Planning for Retirement’ workshops to better prepare people for life after retirement.
Through our Leadership and Management Framework and our Talent Management and Succession Planning Frameworks, our strategic intentions are to:

- support managers to become confident leaders across the organisation
- create a learning culture where all existing and future leaders and managers continue to improve and develop their skills, knowledge, expertise, resilience and confidence
- develop a thriving coaching culture which supports others to reflect on their practice and consider how their approach might differ/improve
- establish ways to better manage the retirement/loss of key post holders
- drive forward initiatives that will develop the leadership skills of our current and future leaders
- work to encourage our managers and leaders to better embrace change and be open to exploring new ways of working and use of new/different technology.

Develop effective leaders and managers
Examples of current action

We have:
• supported a number of middle to senior managers’ attendance at the Hospice UK Strategic Leadership Development Programme
• established a programme of in-house leadership skills workshops for middle to senior managers focusing on conflict management, effective negotiation and carrying out investigations
• introduced 360 degree assessments of our Executive Team to identify areas of strength and development
• run a number of in-house workshops to provide managers with a better understanding of our systems and processes e.g. use of Carval, managing sickness absence and budget management (with a commitment to provide more)
• supported a number of middle to senior managers to manage change programmes within their teams.

Examples of planned action

We will:
• develop a robust Succession Planning Programme and Talent Management Programme that identifies future leaders within the organisation and develops capabilities and expertise beyond their current remit
• equip managers/leaders with the skills to deal with conflict, complaints, grievances and allegations of potential misconduct and how to give effective feedback
• develop a transformational leadership framework that ensures a robust process of coaching, mentoring and supervision for leaders at all levels
• explore potential opportunities associated with the new ‘Learning Hub’ to support future leadership development
• explore other leadership development opportunities including secondments internally to other departments and externally to other organisations, workplace shadowing and exposure to senior level meetings including Executive Team and Trust Board.
Through our Performance Management Framework and Training and Development Framework, our strategic intentions are to:

• better understand the abilities and scope of our workforce, its capabilities, resilience and capacity
• ensure performance management processes are fair, effective and meaningful at all times
• focus our efforts on supporting our workforce to further develop our person-centred approach, ensuring that the people who need our support are at the heart of everything we do
• develop ways to ensure that we meet the growing psychosocial needs of our workforce
• identify ways to maximise organisational ‘return on investment’ especially for high level investments
• seek further ways to continuously improve the seamlessness and quality of our care provision.

Develop a highly capable workforce
Examples of current action

We have:
- ensured that all appraisal processes have a clear alignment to strategic priorities as well as organisational values and behaviours
- provided clarity for all staff on organisational expectations in relation to mandatory and compulsory training requirements and improved compliance levels
- developed an effective in-house Customer Service Training Workshop
- run workshops designed to support individuals to deal with ‘change’
- created a fair process to manage training and development requests and introduced Learner Agreements.

Examples of planned action

We will:
- create a bank of ‘skills’ and other specialist expertise/knowledge that can be drawn upon on when needed to provide personalised support e.g. sign language, spiritual support, ability to speak another language
- identify the skills of our workforce and ensure that any gaps are addressed so that our staff possess the right skills, knowledge and expertise to deliver our vision
- link training and development requests more closely with identified training needs as part of our appraisal processes
- review our induction and other in-house training provision and make improvements where necessary
- run workshops designed to support individuals to deal with ‘change’ and to learn how to adapt and develop their skills as our service provision requirements develop and change.
At St Christopher's Hospice our vision is of a world in which all dying people and those close to them have access to care and support, whenever and wherever they need it.

Each person is unique and we tailor our care to meet social, emotional and spiritual needs, as well as manage physical symptoms. Our goal is to help people live well until they die and support those affected by the loss of a loved one. Every year we provide care and support to over 6,000 people across south east London, both at home and in the hospice.

We passionately believe that everyone should have access to the best care at the end of their lives and have an extensive education programme, working with people across the world, to improve and develop hospice care.

We were founded in 1967 by Dame Cicely Saunders and, in this our 50th year, her words still remain at the heart of everything we do: “You matter because you are you and you matter until the last moment of your life.”

As a registered charity we need to raise £14 million every year to continue to care for people when it matters most. Without the support of our local communities this wouldn’t be possible. Thank you from us all for your support.

If you would like this information in a different format, such as audio tape, braille or large print, or in another language, please speak to the Communications Team on 020 8768 4500 or email communications@stchristophers.org.uk

St Christopher's is a registered charity (210667)
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