

The Myton Hospices

HR Strategy 2017-2020



Introduction

This document constitutes the HR Strategy for the period 2017 to 2020. It is essentially a support strategy for Myton's overall Corporate Strategy.

In the next three years, Myton will ensure that its service improvements are strategically and financially viable, with its workforce being the integral mechanism for achieving success with the challenging agenda ahead.

The aim of the Strategy is to show how Myton will meet the expectations of a caring organisation, which aims not just to embody but lead the development of best practice in HR. The Strategy sets out how we aim to lead the development of excellent business focused people management as we face the challenges of the future.

In developing the Strategy, we have taken account of the Developing our people enabler within our Corporate Strategy, feedback received from the most recent Staff Survey and national HR Strategies from high performing organisations. We have also reviewed the strategic objectives of Myton and the Annual Plan. The document sets out the strategic workforce priorities for the next three years and has been developed to ensure we can further develop our services and meet our strategic challenges within an open and supportive culture where every member of staff is able to fulfil their potential.



Context

National context

Transforming and developing the workforce of the future are key priorities for the hospice sector. Myton and other hospices have to respond to national challenges including financial pressures, demographic changes, clinical staff shortages, an ageing population and structural changes to fundraising activities. All these national drivers and implications are relevant for us at Myton so it is within this national context that we have developed our HR Strategy. This Strategy will be supported by a Workforce Development Plan and a Recruitment & Retention Strategy.

Myton context

We expect every member of staff to perform at their best whilst at Myton and we work hard to create an open and supportive environment for you everyone. Our working culture is based on four important Values:

- **Respect and dignity for all**
- **Valuing each other and ourselves**
- **One Myton, one team**
- **Professional**

These Values and our Code of Conduct should be upheld by everyone at all times.

Our Corporate Strategy identifies the following 5 key areas as crucial for the success of Myton:

- **Developing our people**
- **Improving our data and use of IT**
- **Reducing our costs and improving efficiency**
- **Strengthening our marketing and communications**
- **Building relationships and working more closely with our partners**

This HR Strategy has been designed to support the Developing our people priority and other strategic aims which have an impact on the workforce. To realise our strategic objectives and the aims and ambitions within this HR Strategy, the Senior Leadership Team (SLT) have made the following pledges to all staff.

- 1. We will provide all staff with clear roles and responsibilities and rewarding jobs**
- 2. We will provide all staff with personal development, access to appropriate training/development for their jobs and line management support to succeed**
- 3. We will provide support and opportunities for staff to maintain their health and wellbeing whilst promoting equality & diversity**
- 4. We will engage staff in decisions that affect them and the services they provide**
- 5. We will provide excellent leadership and develop a more flexible and professional workforce**

Key Workforce Aims/Objectives 2017–20

Our key workforce aims/objectives are aligned to the Developing our people enabler within our Corporate Strategy. Our action plan sets out how we will use and measure our key workforce aims/objectives in order to meet our strategic workforce challenges over the next three years.



Aim One Organisational Development

HR will support organisational development within Myton with a focus on the following areas:

Effective performance management

Maintaining high performance standards will be a critical success factor for Myton to achieve its strategic aims and meet the challenges of the future. There will be a real focus on the behaviours associated with high performing organisations and a recognition that there is no room for accepting on-going poor performance or conduct at any level. Appropriate support and development opportunities will be given to all staff but timely and decisive action will also be taken to address any serious deficiencies in performance.

Performance appraisals and personal development plans

Myton's approach to performance appraisal and personal development is that an annual appraisal and the development of a personal development plan is mandatory for all staff and is a continuous process. Managers are required to ensure 100% compliance on an annual basis for eligible staff. At performance appraisal discussions with a line manager, employees will be required to demonstrate an awareness of Myton values and competency framework and also demonstrate their contribution in the department.

Embracing equality & valuing diversity

We are committed to promoting equality of opportunity for all, and to ensuring that no individual or group is discriminated against in the planning and delivery of any of our activities and services. We recognise our responsibilities under the Equality Act 2010, and are committed to meeting them in full. We believe that a culture that embraces equality and values diversity will help us to ensure that everyone feels involved and included in our plans, programmes and activities.

Building people management skills (leadership & management development)

We will ensure that line managers have the right people management skills to lead successful teams. Line managers will be expected to undertake our leadership & management development programme and core HR development programmes. The HR department will provide training and support to line managers on other programmes that will enhance their ability to deal effectively with employee related issues.



Aim Two Workforce Planning & Development

HR will support workforce planning and development by doing the following:

Being a sustainable organisation

With an increasingly competitive healthcare environment, it is essential that we have robust workforce plans in place to maintain the sustainability of Myton. To realise our workforce vision we will initiate succession plans for key roles and implement career progression programmes to develop more of our own staff.

Workforce development and planning

We will develop the workforce planning skills of all line managers so they are able to develop succession plans for their areas of responsibilities. Apprenticeships will be considered for vacancies and roles up to pay level 5 as we aim to develop more apprentices over the next few years.

Recruitment and retention

Myton has a comprehensive Recruitment and Retention Strategy which complements this HR Strategy. We will encourage internal career progression and offer opportunities for our employees with appropriate skills and knowledge to attain more senior roles within Myton wherever possible.



Aim Three Staff Engagement

Effective staff engagement is important for Myton. Over the next three years we will do the following:

Culture and Values

Effective staff engagement and a values based open culture of trust and confidence are important aspects of our strategy. We will use the outcomes of staff surveys to assess and review our culture and all line managers are expected to actively engage and communicate our values and expectations to all employees on a regular basis.

Recognition as a model employer of choice

Myton is already making good progress towards becoming a model employer through development programmes for line managers and wellbeing programmes for staff. We will introduce more development programmes and activities for staff and seek recognition as an Investors in People organisation.

Recognising & valuing excellence

We will implement an employee excellence and recognition awards scheme and we will develop other initiatives to recognise and celebrate the contributions of employees and teams. Myton recognises that line managers play a crucial role in motivating employees and demonstrating that they are valued. More emphasis will be placed in recruiting managers with appropriate people management skills and a focus will also be placed on developing people management and leadership skills in all line managers.

Pay & benefits

We will ensure that our pay and benefits offered to staff remain reasonable and competitive based on our financial position. We will seek and promote the range and quality of benefits that are available to healthcare employees including salary sacrifice schemes, flexible working, childcare support along with other suitable benefits.



Aim Four Health & Wellbeing

We believe in improving the working lives of staff and in promoting the benefits of health & wellbeing. We will do the following:

Healthy workplace

We are committed to being amongst the best places to work for and we acknowledge that work and the health and wellbeing of our employees are interlinked. We have a commitment to maintain a safe and healthy working environment and we promote a culture where wellbeing is embraced by all employees. Our health & wellbeing programme is based around three key themes; improving the physical wellbeing of our staff, improving the mental wellbeing of our staff, improving wellbeing through people management practices.

Health & wellbeing policies

Myton will implement policies and strategies to promote health and wellbeing and encourage employees to maintain a healthy work environment for all staff. We will work with Occupational Health and provide appropriate support for staff.

Enhancing the working lives of staff

Enhancing the working lives of our staff is an important part of our strategy. Our priorities for the next few years will be to provide more family friendly policies and offer a range of flexible benefits to enhance the lives of our employees.



Aim Five Learning & Development

We aim to be recognised as a learning organisation where everyone is encouraged to undertake continuous personal/professional development. Over the next few years we will do the following:

Learning & development

Every employee will be encouraged to undertake continuous personal and professional development through the annual performance appraisal review process. Our priority over the next three years will be to ensure that learning and development supports the delivery of excellent patient care and the transformation of our services.

Compliance with statutory and mandatory training

Our learning & development policy includes a training matrix for all staff that outlines the mandatory training required to practice safely and deliver an excellent service to patients. Employees are expected to complete all statutory and mandatory programmes (or be able to evidence a plan to do so) before undertaking any other training or development programme.

Facilitating learning & development (HR department)

The HR department has a crucial part to play in supporting learning & development and the strategic direction of Myton. All HR professionals will undertake ongoing CPD to ensure that their skills are up-to-date and current in order to provide first class HR advice, guidance and support to line managers and employees.



Delivering the HR Strategy

Organisational development, excellent human resources management and transformational change are three key areas of focus for Myton. With the HR development agenda being fully aligned to the service development agenda, Myton will inevitably achieve success for patients, service users, employees and the organisation.

The HR Strategy outlined in this document sets out a challenging agenda for Myton over the next three years. Delivering this Strategy is dependent on all members of the Senior Leadership Team (SLT) and line managers supporting the HR department. The Strategy is a 'living' document and will be reviewed annually or as necessary in light of developments within the healthcare/hospice environment.

