

The Myton Hospices

Recruitment & Retention Strategy



Introduction

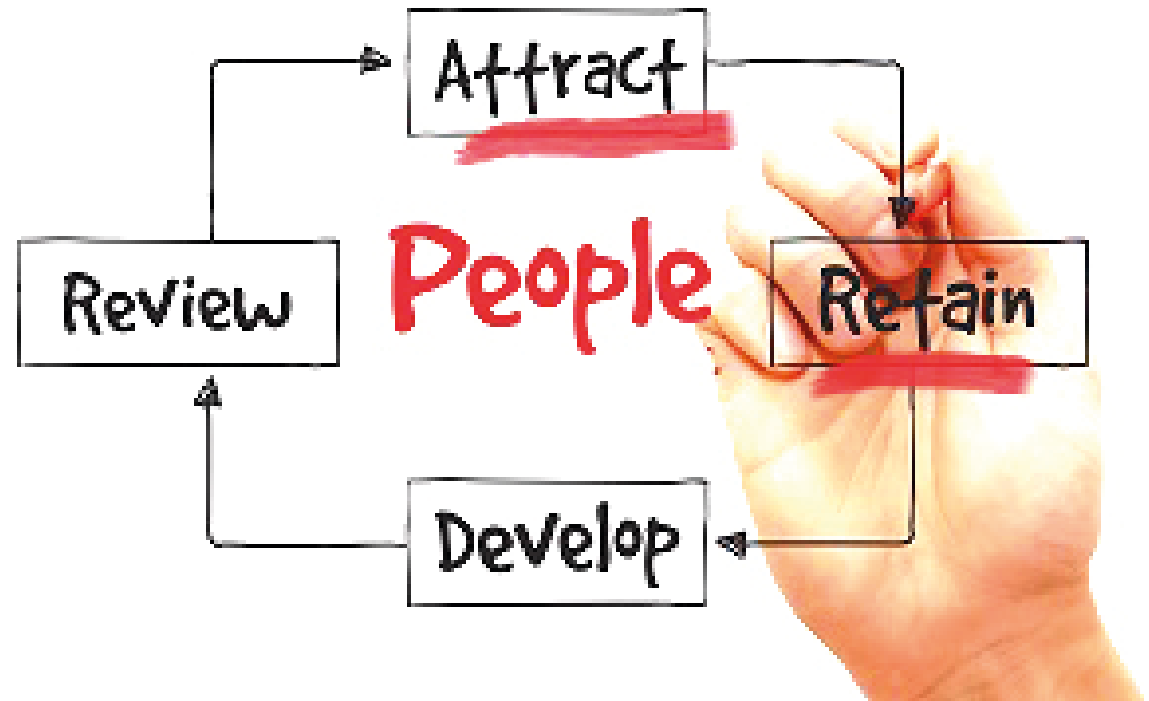
The ability to deliver high quality, compassionate care depends upon recruiting and retaining the right people with the right skills.

As we expand our services over the coming years we recognise that we will need to employ more staff and retain, manage and develop our existing workforce to ensure we can provide high quality, safe and effective patient care. We believe that the recruitment and retention of skilled staff will ensure we meet our strategic goals in a continuing challenging and highly competitive job market.

We want all our employees to be proud of Myton and we are committed to providing a healthy and caring workplace with opportunities for employees to enhance their skills and knowledge whilst developing their careers.

This recruitment & retention strategy is designed to ensure we have the right people to support our strategic aims and objectives and deliver consistent high quality, compassionate care. The strategy sets out our plans to attract, retain and develop our workforce.

This recruitment and retention strategy complements our HR strategy.



Context

Myton context

Myton is committed to delivering a first class service to patients and we can only achieve this through the recruitment and retention of good employees and volunteers.

To meet our strategic goals, we will ensure the recruitment of high quality staff who not only exhibit the key skills and experience to undertake their job roles effectively but also demonstrate the right attitudes and behaviours to deliver compassionate care.

We aim to recruit and retain the best skilled and dedicated workforce who are signed up to our vision set out by the Board which is delivered through four inter-related values:

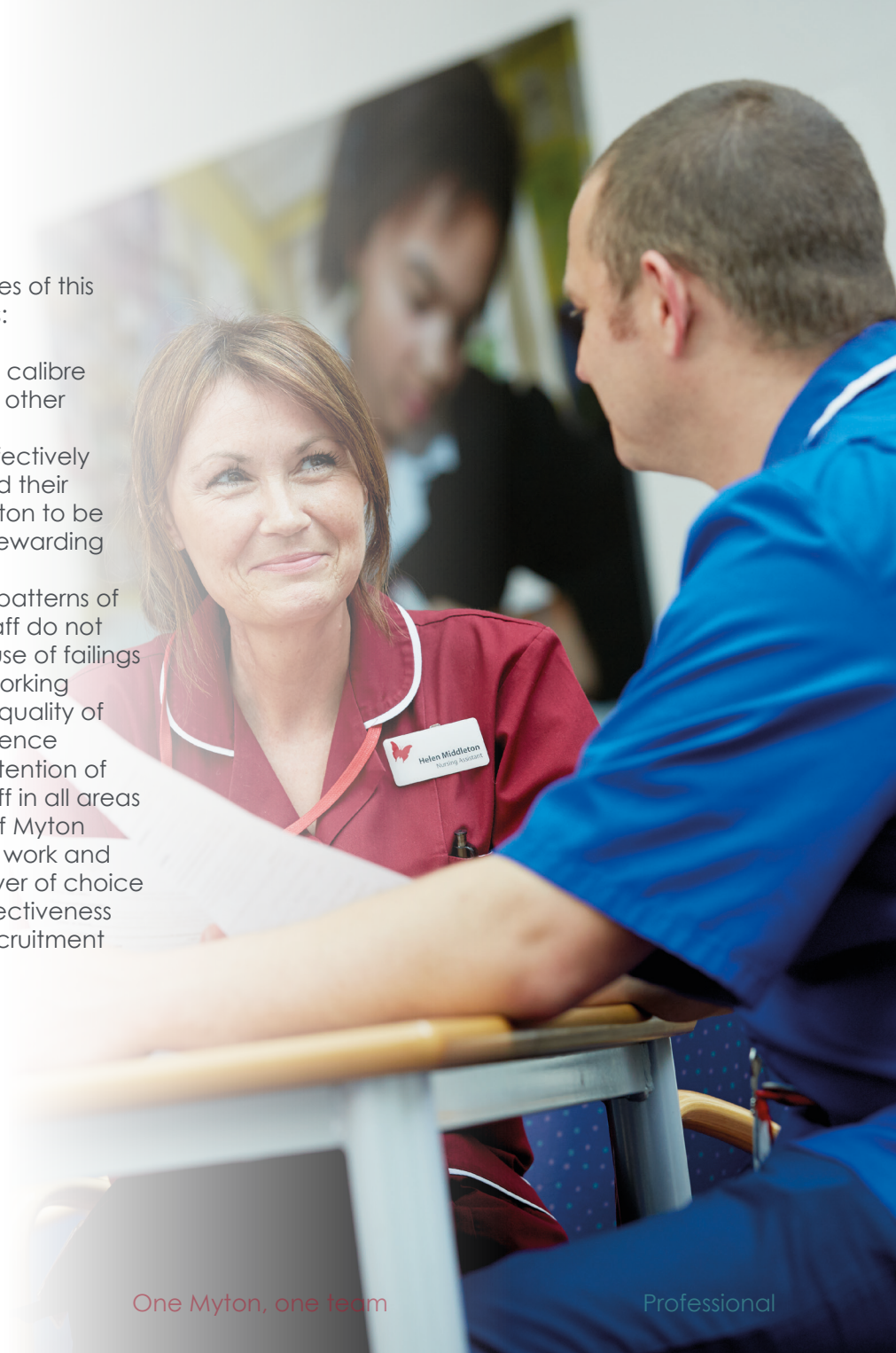
- Professional
- Value
- Respect
- One Myton

Our key ambition is to recruit, develop and retain individuals who conform to our values and support our vision and mission to provide an excellent service to all our service users.

Intended outcomes

The intended outcomes of this strategy are as follows:

- Recruitment of high calibre doctors, nurses and other professionals
- Ensure staff work effectively in their roles and find their working life with Myton to be an enjoyable and rewarding experience
- Encourage flexible patterns of work and ensure staff do not leave Myton because of failings in relation to their working conditions and the quality of their working experience
- Recruitment and retention of high performing staff in all areas
- Raising the profile of Myton as a great place to work and become an employer of choice
- Maximising cost effectiveness and timeliness of recruitment and advertising



Living & Working in Coventry & Warwickshire

Myton is situated in Coventry and Warwickshire – the eclectic heart of England which is home to medieval castles and ancient legends, historic market towns and popular shopping quarters. Our location offers the opportunity to experience the legend of Lady Godiva, to tour the inspiring ruins of Coventry Cathedral or visit the birthplace of Shakespeare himself. There are many award-winning, family-friendly museums and theatres throughout the area. Just an hour from London and with great transport links to surrounding areas, Coventry and Warwickshire is rich in culture and heritage, with all the modern day attractions and comforts you could ask for. Working for Myton means you can be assured of being close to rich medieval heritage, nestled alongside an eclectic community of creative and inspiring individuals.



Attracting Talent

We are determined to attract and recruit individuals who are keen to work in a values driven organisation within a supportive and caring environment. Delivering high quality service and compassionate care is important for us and we will take the following steps to attract diverse talent;

Engaging with academic institutions

Myton will continue to engage with academic institutions in the area by supporting internships, attending careers events and job fairs locally to provide information about working for Myton. We will promote careers within Myton and inspire college and university leavers to consider working in a hospice as a serious career choice.



Strategic partnerships

We will develop strategic partnerships with organisations such as Job Centre Plus to ensure our job opportunities are actively promoted to a wider audience. We will work actively with Job Centre Plus and other agencies who aim to support the unemployed and recruitment of staff into the healthcare sector.

The logo for Jobcentreplus, consisting of the text 'jobcentreplus' in white on a green rectangular background.

Apprenticeships

We will encourage school leavers and other members of the wider population to join Myton through the use of modern apprenticeships and return to work schemes. We will continue our work with local providers such as Coventry & Warwickshire Chamber of Commerce Training in facilitating apprenticeships for our employees.



Enhance our reputation as an employer of choice

To enhance our reputation and be recognised as an employer of choice, we will develop and implement best practice HR policies and procedures and seek national recognition from organisations such as Investors in People and Sunday Times Best Companies to Work for.

Attracting Talent

Recruitment campaigns

To meet the challenge of recruiting clinical staff (nurses, doctors) we will design and run targeted recruitment campaigns at regular intervals every year. We will use a combination of job fairs, open days and recruitment microsites as well as social media in reaching a wider audience. We will actively promote Myton as a good local employer and all our adverts will reflect our values and culture. We will use values based recruitment in recruiting individuals who meet our core values.

Challenge events – opportunities to get involved

Whether you are looking for a once in a lifetime overseas trek, a testing half marathon or maybe even an exhilarating 12,000ft sky dive, we have an event for you. As an employee of Myton you will have opportunities to undertake a variety of challenge events in the UK and overseas. Our recent events have included Nepal to Vietnam cycle ride, Kilimanjaro trek and a Myton skydive. We have more exciting events in future including the Great Wall of China trek.



Retaining Talent

Staff involvement and engagement

We are proud of our excellent employee relations and close working relationship with representatives of our staff forum. We are committed to maintaining effective staff involvement and engagement and we will continue to involve our staff in strategic decisions.

Work life balance

We believe that promoting work-life balance within the organisation is important if we are to attract and retain good staff over the coming years. A number of initiatives have already been developed to improve the work-life balance of staff. Many staff have access to flexible working opportunities and we have policies in place to assist employees with caring responsibilities.

Staff benefits

We have a diverse range of benefits available to our staff such as NHS health service discounts, free parking and discounted rates at local leisure centres and businesses.

Pay and conditions

Our pay scheme and terms and conditions are very competitive. We conduct annual reviews to ensure our local pay scheme and terms and conditions remain competitive to support both the recruitment and the retention of staff.



Developing Talent

We recognise the valuable contribution of each staff member and we are committed to training and developing all staff in order to provide an excellent service to patients, their families and other stakeholders.

Training & development

At Myton we believe in training and developing our staff and in creating an environment where staff are inspired to excel in the service provided to our patients and other service users. We are developing a coaching culture where we expect all our line managers to be able to adopt a coaching style in managing performance and in dealing with employee issues. To meet this objective we will;

- Create an environment in which staff strive to improve their performance
- Identify appropriate resources for staff development on an annual basis
- Encourage staff to take personal responsibility for their development
- Develop coaching skills of line managers and build a database of qualified coaches for staff

Comprehensive corporate and local induction

A comprehensive corporate and local Induction programme exists for all newly appointed staff. The provision of an effective induction programme is essential for all new members of staff.

Career pathways

We are committed to developing well defined career pathways for the different staff groups we employ.

Leadership and management development

We have a comprehensive leadership and management development programme in place which is sponsored by the Chief Executive for all line managers and aspiring leaders.

Life skills

We work with external partners such as Warwickshire Hearts in offering life skills training to all our employees.



Developing Talent

Strategic links with universities, colleges, professional bodies

We are developing strategic links with local universities, colleges and professional bodies. A number of our employees are undertaking development programmes at local universities and we have employees on apprenticeship programmes.



Talent management framework

We are developing a talent management framework which will identify and develop staff at every level in order to meet our future challenges. Focusing on developing talent at all levels is critical to delivering our vision of high quality and compassionate care.

Our employees are our greatest asset

This strategy sets out our commitment to attract, retain and develop high performing staff so we can meet our mission to deliver high quality and compassionate patient care. The strategy covers both recruitment and retention and outlines steps we are taking to attract, develop and retain talented individuals.

We recognise that unless we have an appropriately skilled and motivated workforce, we will not be able to deliver our strategic and operational objectives and deliver the best possible care to our patients, their families and the community we serve. To this end we are committed to retaining our 'best staff' to deliver quality care and excellent service to all our service users.

