



# **Organisational Development Strategy**

## **St Ann's Hospice**

2021 - 2024

# Organisational Development Strategy

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## 1. Introduction

### 1.1 St Ann's Hospice

St Ann's Hospice was established in 1971 with our first hospice site at Heald Green in Stockport and a second site developed in 1979 at Little Hulton in Salford. As we celebrate 50 years of hospice care across Greater Manchester we look forward with excitement and passion to our future ambitions. This will see a new hospice building at Heald Green, redevelopment at Little Hulton and a strengthening of our position as an organisation of choice.

Every year St Ann's Hospice cares for around 3,000 patients who are affected by cancer and non-cancer life limiting illnesses together with their families and carers. In addition there is a separate trading company with 12 charity shops and a lottery.

Services are delivered by a dedicated workforce of approximately 370 employees and 700 volunteers. The hospice also works in partnership with NHS Foundation Trusts, community services, local authorities and other voluntary organisations.

Volunteers have been pivotal as part of the workforce to the success of St Ann's throughout its history and it was in fact volunteers who initially raised the funds to build the hospice building at Heald Green.

The hospice's five-year strategy sets out St Ann's Hospice's ambitions to be the provider of world-class, innovative care supported by high performing and dedicated staff in appropriate environments and infrastructure, underpinned by a strong, values-based culture and financial sustainability.

Our strategy acknowledges the organisation's purpose, core values and overarching strategic objectives, which are:

#### **Our Purpose**

To provide excellent care and support to people living with or affected by life-limiting illnesses

#### **Our Values**

Compassionate	providing a safe, secure and a caring environment for everyone
Professional	aspiring to be the best in everything that we do
Respectful	treating everyone with dignity and respect
Inclusive	recognising and accepting that everyone is different

#### **Our Overarching Strategic Objectives**

1. To provide world-class, innovative care;
2. To be an organisation of choice;
3. To continue to develop a values-based culture within which there are high-performing individuals and teams;
4. To develop appropriate environments and outreach services to facilitate world-class specialist palliative and end-of-life care
5. To continue to be financially viable.

## 1.2 Organisational Development Strategy

This strategy is built upon substantial achievements in progressing our Organisational Development service to a high performing level. Significant work has been undertaken to establish the hospice as an organisation of choice with high performing individuals and a values based culture. Initiatives aligned to these strategic aims are already achieving positive results which can be seen in the declining levels of employee turnover. Staff Survey results are also more positive reflecting improvements with staff engagement and the feedback to the new Leadership Exchange Network demonstrates leaders are engaged too.

Our values based culture has been further embedded through the Together workshops and a refreshed organisational induction. There is still work to do in this area to ensure our values are relevant. There is also work to do on diversity which will mean our workforce reflects the communities we serve.

Moving from a less transactional HR model to one that adds value through business partnering and organisational development has helped the team implement the Strategy. The new team structure will provide further support.

There still remains a challenging landscape ahead. The COVID-19 pandemic has presented new challenges, but there are also opportunities that can be explored for a more flexible and agile working.

Our workforce is pivotal to achieving our strategic aims and ensuring that we continue to deliver excellent care to patients and their families living with or affected by a life limiting illness. Our continued success is dependent upon the quality and commitment of our staff. We are committed to developing our people and maximising the opportunity for everyone to contribute to the success and sustainability of St Ann's.

The Organisational Development Strategy sets out the hospice's plans to ensure the recruitment, development, engagement and retention of a high performing employee and volunteer workforce to assist in achieving the hospice's purpose and meeting its strategic goals.

The Strategy covers the period 2021 to 2024 and sets out the priority areas and actions required to build on our achievements and to make further improvements, thereby contributing to the ongoing success and sustainability of St Ann's Hospice.

The following have been taken into consideration when developing the Strategy:

- St Ann's Hospice's purpose, values and behaviours and strategic objectives
- Feedback from staff and volunteers obtained through Staff Surveys, Open Meetings and informal meetings
- Organisational Development SWOT Analysis 2021 (Appendix 1)
- Investors in People Reaccreditation Report, 2018
- Ambitions for Palliative and End of Life Care: A National Framework for Local Action 2015 – 2020, National Palliative and End of Life Care Partnership
- Good Work: The Taylor Review of Modern Working Practices, July 2017
- Employment legislation and best practice in human resources
- Best practice from other volunteering organisations and individuals with expertise in this area
- NHS People Plan

- HospiceUK Future Vision 2020

Major challenges facing the hospice and the hospice sector include:

- Rising levels of need for end of life care and patients increasing vulnerability and complexity
- Changing demographics with an ageing population
- Uncertainty over funding from the Clinical Commissioning Groups and the ability to generate income from other sources
- Increasing cost of living
- Increases in employment related-costs, e.g. pension costs, apprenticeship levy, National Living Wage
- National shortage of registered nurses
- Uncertainty about the impact of the United Kingdom leaving the European Union
- Impact of the COVID-19 pandemic
- Redevelopment of the Heald Green site and the capital campaign

The following strategic themes underpin the Organisational Development Strategy:

- 1 A Great Place to Work
- 2 High Performing Individuals and Teams
- 3 Inspiring and Inspired Leaders
- 4 Healthy and Engaged Workforce
- 5 Values Based Culture
- 6 HR Adding Value

### **1.3 Measuring Success and Outcomes**

An action plan will be developed to enable the strategic themes to be met with metrics to identify success and outcomes.

<b>Strategic Theme</b>	<b>Where are we now?</b>	<b>Where do we need to be?</b>
<b>A Great Place to Work</b>	<p>We currently have an employee turnover rate of 14.8%</p> <p>14 apprenticeships being supported in 2021</p>	<p>Maintain employee turnover levels of under 15%</p> <p>Offered to supported 30 apprenticeship development opportunities by 2024</p>
<b>High Performing Individuals and Teams</b>	<p>Digital capability amongst the workforce is weak</p>	<p>90% of staff are developed to “comfortable” in the area of essential digital life skills</p> <p>Every department/team has at least one digital champion</p>
<b>Inspiring and Inspired Leaders</b>	<p>Positive feedback from our leadership development initiatives – Inspire &amp; LEN</p> <p>3 leaders recruited using new leadership behaviours framework</p>	<p>Build on the initial positive response to LEN retaining similar delegate numbers through engaging content</p> <p>Leadership behaviours framework is embedded in recruitment and development</p>
<b>Healthy and Engaged Workforce</b>	<p>55% of our workforce feel stressed at work</p>	<p>An improvement in response to statements on stress in the annual Staff Survey by 10 percentage points</p>
<b>Values Based Culture</b>	<p>Our values were developed 10 years ago</p>	<p>Refreshed organisational values</p>
<b>Promoting Equality, Diversity &amp; Inclusion</b>	<p>Our workforce is under-represented</p>	<p>Our workforce is representative of our communities</p> <p>Talent pipelines and strategies, have been developed to support under-represented groups</p>

<b>HR Adding Value</b>	We our recognised at Silver (Established) level for Investors in people	Investors in People recognition at High Performing (Platinum) level
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#### **1.4 Implementing and Monitoring the Organisational Development Strategy**

The Director of Organisational Development and Support Services is responsible for ensuring the strategy is implemented. However, its delivery requires a commitment from the whole organisation. It should not be seen as a list of activities or projects to be delivered by the Organisational Development Department alone. All managers will be integral to achieving the strategy and therefore workforce metrics should be included in their Performance and Development Reviews (PDR) and objectives.

The Strategy will be reviewed on an annual basis to assess progress and written updates will be presented at HR Committee meetings. Progress is also reviewed quarterly with the HR Department and objectives included in individual PDRs

## **2 Strategic Themes**

### **1 A Great Place to Work**

Providing excellent care to those living with or affected by life-limiting illnesses requires a skilled, knowledgeable, dedicated and caring workforce.

The hospice faces a continuous challenge in competing with local NHS Trusts, other local hospices as well as local and national charities in recruiting high calibre employees. The UK is still experiencing a shortage of nurses with around 40,000 registered nursing vacancies in England (RCN, March 2020). It is predicted nurse shortages will double by 2024 and it will not be possible to train enough nurses to solve the problem (The Nuffield Trust, Health Foundation and The King's Fund, March 2019). Establishing and maintaining the hospice's position as an employer of choice is therefore integral to our future sustainability.

Over the last 12 months Staff Nurse vacancies have reduced significantly from 15 FTE to 1 FTE (January 2020). A number of initiatives have helped to reduce vacancies including reviewing remuneration. Since the development of our first Strategy we have listened to the views of employees and undertaken a considerable amount of work start to redefine our reward Strategy. This has helped to address challenges presented by the shortage of nurses and has delivered tangible results not only in reducing the number of vacancies, but also reducing employee turnover. Turnover has reduced from 19.1% in October 2018 to 16.8% in October 2019 and 15.1% in October 2020.

However, there is more work to be done to deliver fairness across all workforce groups. In addition it is important to ensure the retention of new employees and to keep responding to the shortage of nurses and to remember the bleak figures from previous years so that the hard work is not lost particularly as the shortage of nurses nationally continues and competition from local NHS Trusts is strong.

Volunteers play a vital role in the sustainability of hospices providing expertise in specialist areas, enhancing the quality of services, supplementing services as and providing additional services. It is important roles are relevant and add value for the hospice as well as stimulating and rewarding for volunteers. Achieving this requires robust workforce planning and review.

At the end of 2020 a new HR structure was introduced resulting in the decentralisation of all volunteer roles and greater "ownership" of volunteers by departments

Developing the hospice as a "Great Place to Work" will enable us to face challenges and seize opportunities.

#### **We Have**

- Continued to review our remuneration framework to attract and retain high calibre employees
- Designed and implemented a Competency Framework for Band 5 Staff Nurse roles
- Produced a new suite of recruitment documentation to attract high calibre candidates, is values driven and promotes an attractive benefits package. This



includes new templates for job profiles and adverts as well as Candidate Guidance for applicants

- Enhanced the recruitment pages on the hospice's website
- Developed a social media campaigns to attract high calibre employees and volunteers
- Developed an employee values proposition
- Developed a volunteer values proposition for charity shop roles
- Introduced apprenticeships for nursing and other roles to build longer term recruitment strategies and career pathways to improve retention and allowing for progression
- Continued to recognise the dedication, commitment and talents of our volunteers

### **We Will**

- Continue to review and evaluate our remuneration framework to attract and retain high calibre employees
- Gain further clarity on why people leave and how we can address the causes
- Create an effective employee value proposition for key, hard to fill roles to recruit and retain high performing individuals
- Continue to refresh and promote an attractive benefits package
- Further enhance the recruitment pages on the hospice's website
- Maximise opportunities presented by social media to attract high calibre employees and volunteers
- Seek to retain our talented staff through development opportunities and career pathways to further allow for career development and succession planning
- Build longer term recruitment strategies and talent pipelines, including degree level apprenticeships for nursing and establishing links with other partner organisations, e.g. Pure Innovations and diverse community groups
- Review recruitment processes to ensure they are accessible and suitable for the role removing barriers where appropriate, e.g. working interviews
- Continue to recognise the dedication, commitment and talents of our volunteers

## 2 High Performing Individuals and Teams

High performing individuals and teams are crucial to ensuring excellent care is provided to our patients and their families and also to meeting standards set by our regulators.

The hospice faces significant challenges which must be overcome to secure its future sustainability. Achieving this will require creativity, flexibility and adaptability and a workforce that can respond. Ongoing development will therefore be a priority in terms of ensuring the workforce is knowledgeable and appropriately skilled, but there is also a need to ensure the workforce is innovative and receptive to change and where change and transformation is viewed as “business as usual”.

Our reliance on digital solutions is increasing and our workforce must possess the skills to confidently use technology and to adapt to the speed of technology changes. Although work has started in this area significant upskilling is still required alongside a culture change.

Initiatives delivered as part of the previous Organisational Development Strategy have established good foundations for the hospice to move forward. Refreshing organisational induction, strengthening the Performance and Development Review (PDR) process and introducing a competency framework for Staff Nurses are all achieving positive results. These have been further supported by more recent projects such as apprenticeships, digital skills audits and change management workshops

### **We Have**

- Designed and implemented a Competency Framework for Staff Nurses defining performance standards and enabling development and career progression
- Aligned individual objectives to the hospice’s strategic goals through PDRs
- Re-freshed our organisational induction programme with a focus on the hospice’s purpose and values including the development of an eInduction module
- Ensured Performance and Development Reviews (PDRs) result in individual objectives that are aligned to the hospice’s Strategic Goals and Business Objectives with well-constructed development plans
- Implemented succession planning
- Increased the numbers of volunteers to attending organisational induction
- Designed and implemented mandatory training modules for volunteers through our eLearning platform
- Audited the digital skills of Support Services staff
- Introduced new roles to support the high vacancy levels on the inpatient units, e.g. Nurse Associate, food and beverage liaison role
- Accessed apprenticeship training for both clinical and non-clinical roles

### **We Will**

- Ensure robust recruitment and selection processes to support identification of talent and high performing individuals
- Continue to define and communicate expectations and performance standards to enhance performance and enable career progression for other hospice roles
- Ensure our organisational design allows the flexibility to respond to changing needs and job roles that provide satisfaction, stimulation, challenge and development opportunities

- Design a workforce development plan for volunteer roles
- Enhance our training and development capability and capacity
- Develop flexible methods of delivering training and development
- Ensure job roles are effective, efficient and adding value
- Develop career pathways
- Develop digital skills and our digital culture

### **3 Inspired and Inspiring Leaders**

Strengthening our leadership capability will ensure the delivery of outstanding services, drive forward our cultural transformation and ensure the hospice is fit for the future. Leaders must be role models who exemplify our values and behaviours and are equipped with the leadership capability to engage and inspire the workforce, confidence and creativity to make decisions and find solutions and the ability to meet the challenges ahead and achieve excellence.

All hospice leaders are enrolled onto our leadership development programme – Inspire. It was first developed in 2015 and refreshed in 2019. The comprehensive programme is practical in its approach with a strong emphasis on developing self-awareness and leadership behaviours.

As part of refreshing our leadership development programme we have also updated our leadership behaviours. This was an extensive piece of work which involved consulting with all leaders across the hospice, including the Board, and also seeking feedback from the Involve group. The new set of behaviours was introduced as a pilot during 2020 and formally launched in February 2021. All leaders are expected to demonstrate behaviour across three broad areas which are defined with individual leadership behaviours:

- 1. Leading self**
  - Integrity
  - Accountability
  - Develops Self
  - Emotional Awareness
- 2. Inspiring Others**
  - Purpose & Direction
  - Enabling Others
  - Working Together for Success
  - Impact & Influence
- 3. Achieving Excellence**
  - Delivering Excellence
  - Innovation & Change
  - Drive for Results
  - Perspective & Critical Thinking

Our focus going forward needs to be on embedding the leadership behaviours in recruitment, performance reviews and performance management. Alongside this there is a need to ensure ongoing leadership development which supports the leadership behaviours and organisational development initiatives which develop our leadership culture. The themes and concepts from our Inspire programme should also flow through any development initiatives to reinforce learning as well as acting as a reminder.

Our Leaders are integral to the delivery of this strategy as well as the hospice's organisation and must be valued, supported and developed.

#### **We Have**

- Re-defined our leadership behaviours aligned to ensure the hospice has leaders who are capable of delivering the organisational strategy

- Embedded leadership behaviours into recruitment to enable high performing individuals to be appointed to all leadership roles
- Developed an annual change management development programme
- Built a partnership with the University of Salford to deliver our innovative Clinical Leadership in Action (CLiA) programme at Masters Degree Level 7
- Provided further leadership support and development through the creation of the Leadership Exchange Network (LEN), individual coaching, development of a manager's toolkit and bespoke leadership development initiatives
- Provided practical opportunities for aspiring managers to develop
- Refreshed the Inspire leadership development programme

### **We Will**

- Ensure the hospice attracts and retains high performing leaders
- Further embed leadership behaviours into operational practice to support high performance, career development and succession planning
- Develop talented and inspirational leaders to support collaborative working, strengthen resilience, build sustainability and embrace change
- Develop our nurse leaders through our innovative Clinical Leadership in Action (CLiA) programme
- Provide bespoke leadership development initiatives
- Continue to provide practical opportunities for aspiring managers to develop
- Provide an environment where our leaders feel empowered to innovate and make effective decisions
- Continue to develop the Inspire/Aspire leadership development programme
- Measure and evaluate the outputs and outcomes from the Inspire/Aspire leadership development programme .

## 4 Healthy and Engaged Workforce

Improving staff wellbeing and engagement is important in helping the hospice achieve its purpose of providing excellent care to patients and families while delivering sustainable transformation.

Although our sickness absence rates are relatively low compared to other local healthcare providers, staff survey responses (2020) reveal 55% of staff disagreed with the statement “I rarely get stressed at work” and exit interviews during 2019/20 highlight that 36% of leavers considered they had experienced stress beyond acceptable levels. The COVID-19 pandemic has also impacted on wellbeing. Our quick temperature check survey in July 2020 highlighted that staff were understandably anxious when at work. The response to the statement “I do not feel anxious when I am at work” had the lowest number of positive responses at 62.2%.

During the last 18 months significant work has been undertaken on wellbeing initiatives with the launch of Wellbeing Week and a quarterly Wellbeing Matters newsletter. We have also been able to partner with the GM Resilience Hub to provide support to staff during the pandemic. Going forward it will be important to continue this work.

Effective leadership, communication, empowerment, shared values, a supportive infrastructure and work-life balance will help to engage staff, drive high performance and improve retention.

Empowering all staff to be leaders in their own right will drive engagement and impact on the success of the hospice. Individuals who feel they are listened to, have the freedom to act and make decisions will be high performing and have the patients, families and their colleagues at the heart of everything they do.

We have started some work on devolving decision-making, but there is more work to do to give frontline employees the flexibility and freedom to act. It will take time to create this environment. Individuals need to feel confident that what they are doing is in line with the hospice’s strategy and values and that they are supported by a culture of learning from mistakes rather than blame.

The pandemic has forced some new ways of working which will continue for some time. It will be important to review and evaluate how we continue to work in the future so that we can determine if there are benefits from working differently for both the hospice and the workforce. Part of this will be looking at remote working and this lends itself to reviewing flexible and agile working practices.

### **We Have**

- Increased understanding, engagement and commitment from staff by setting out and communicating a clear vision, strategy and business objectives
- Develop a health and wellbeing programme to support staff, build resilience and facilitate attendance at work
- Designed and delivered the Together programme to build our workplace culture, working practices, engagement and trust
- Reviewed the student volunteering programme to better acknowledge and engage young volunteers and ensure more focused commitment to the hospice
- Decentralise management of volunteers to enhance volunteer engagement

## **We Will**

- Continue to communicate the hospice's purpose, strategy and business objectives
- Continue to enhance our wellbeing programme and initiatives and increase engagement in wellbeing activities and initiatives
- Equip leaders with the tools to enhance volunteer engagement
- Continue to work collaboratively with staff to build our workplace culture, working practices, engagement, empowerment and trust
- Review our flexible working practices
- Equip and support leaders to look at leadership through the lens of health and wellbeing.
- Focus on building psychological safety and trust across the organisation to increase and improve engagement, empowerment decision-making and wellbeing

## 5 Values Based Culture

A values based culture is pivotal to our purpose of providing excellent care and maintaining the hospice's reputation as well as attracting talent and supporters.

The report of the Mid Staffordshire NHS Foundation Trust Public Inquiry (Francis 2013) highlighted the critical role that the workforce plays in ensuring the provision of high quality and safe healthcare services and, in particular, the significance of organisational values and behaviours on the level of care and patient experience.

The charity sector is particularly being scrutinised following a number of recent scandals in high profile charities. These have emphasised that "what" we do is just as important as "how" we do it. Our values therefore need to be central in our decision-making, problem-solving and communications.

Our values of, Professional, Respectful, Compassionate and Inclusive were brought together in 2011 through consultation with staff. These are underpinned with behaviours and we take time to embed these into the workplace through recruitment and selection, induction, HR policies, Performance and Development Reviews (PDRs), feedback and training.

Although our purpose remains the same, there have been changes since the values were first developed and as the hospice approaches its 50<sup>th</sup> anniversary it is timely to review, and where appropriate to refresh our values.

Our next steps must also include building in methods of evaluating the impact of our organisational culture. This will ensure integrity, authenticity and an organisation driven by our values.

### **We Have**

- Designed and delivered the Together programme to build our workplace culture and embed the hospice's values
- Redesigned organisational induction with an increased focus on values and behaviours
- Encourage an open and transparent culture
- Updated our recruitment material to reflect the hospice's values and introduced values-based interviews

### **We Will**

- Review and refresh our organisational values and behaviours
- Encourage an open and transparent culture where individuals feel safe to challenge
- Create a culture where giving and receiving appreciative and constructive feedback is the norm
- Evaluate the impact of our culture and values



## 6 Promoting Equality, Diversity and Inclusion (EDI)

Equality, Diversity and Inclusion underpins whatever we do because we understand that every single person we deal with, whether patients, their families and carers, staff members, volunteers or supporters have the right to be treated with dignity and respect.

Considerable work has been done to promote and embed equality, diversity and inclusion (EDI) across the hospice. This work has been supported by the EDI Steering Group, which aims to assist the hospice in embedding and embracing EDI into all aspects of hospice life. Representatives from the HR Department are members of the EDI Steering Group, which meets quarterly.

Although progress has been made, it is also clear from external benchmarking, the information we collect internally and the feedback we receive, that there is still significant work to do.

One major area is the diversity of our workforce. It is recognised that some groups are under-represented in both our employee and volunteer workforces. Diversity aspirations were set by the HR Committee in late 2019. However, the COVID-19 pandemic has severely restricted our ability to focus on this aspect of our work. This needs to be an important consideration going forward.

Leaders will be crucial in driving progress, achieving fairness and enhancing our working culture, reputation and impact. It will therefore be important to nurture and develop leadership engagement, role models and capability in EDI. The result will be more confident, capable and committed leaders

### We Have

- Collated equality data for employees and volunteers ensuring concise statistics can be provided when required and can be used to direct recruitment to any unrepresented area.
- Provided enhanced communication training to clinical staff.
- Communication skills training for volunteers has been rolled out with approximately 50 volunteers having completed the 1.5 hour workshop.
- Learning has been adapted to meet the needs of a diverse workforce, including accessibility and one to one support.
- Developed a student volunteering programme to better acknowledge and engage young volunteers and ensure more focused commitment to the hospice.
- Achieved Level 2 Disability Confident.
- Published our annual gender pay gap reports
- Developed Strengths Based Interviewing to enhance the inclusivity of recruitment processes by providing managers with an alternative interviewing style when candidates may not have a lot of work experience, for example, young people, individuals returning to work after a gap in employment.
- Launched a Wellbeing Programme.
- Built strong relationships with the Greater Manchester Resilience Hub to provide support to staff during the COVID-19 pandemic.
- Introduced Mental Health First Aiders.

## **We Will**

- Review recruitment processes to ensure they are accessible and suitable for the role removing barriers where appropriate, e.g. working interviews.
- Explore options to support people with learning disabilities to access work experience and/or jobs.
- Review the language used in recruitment advertising to ensure it attracts talented individuals from diverse backgrounds.
- Recruit and retain disabled talent with a focus on their health & wellbeing, ensuring inclusion, development and a safe working environment.
- Increase awareness and supporting neurodiversity in the workplace.
- Continue to work on achieving the Diversity Aspirations, to increase the diversity of our staff and volunteer workforce.
- Embed Mental Health First Aiders across the organisation and regular promotion.
- Review our Equality, Diversity and Inclusion training offer for different workforce groups.
- Nurture and develop leadership engagement, role models and capability in EDI.
- Continue to consider initiatives that will raise EDI awareness and promote inclusion across the organisation

## **7 HR Adding Value**

As part of the previous OD Strategy it was recognised a change of emphasis for the HR service was needed to ensure its successful delivery. Having established a service with high standards of delivery, effective case management, regulatory compliance and robust processes the focus has been on adding value with a strategic approach to problem-solving and overcoming challenges.

It was recognised the structure of the HR Department needed further changes which prompted a restructure. This now places the team in a good position to respond to challenges particularly around the volume of case management which resulted in more reactive work rather than proactive HR and OD initiatives.

To achieve our ambitions HR and OD must make a demonstrable impact and significant contribution which adds value. Alongside this will always sit a culture of excellence in HR service delivery that is both professional and customer-orientated.

Working alongside our Investors in People assessor it is evident we have work to do on monitoring and evaluating the impact and success of our initiatives and changes. This is important work as it not only enables us to celebrate our achievements, but it assists in highlighting where anticipated outcomes have not been achieved which allows for modifications and remedial action. This applies across all departments in the hospice, not just HR. However, OD professionals are well-placed to design and implement business change and evaluation tools and introduce a cohesive and consistent approach throughout departments.

### **We Have**

- Introduced a business partnering model to ensure HR is adding value and provides excellent service
- Worked proactively with departments with recruitment challenges, e.g. inpatient units, catering
- Developed a HR dashboard to monitor progress against KPIs
- Reviewed HR and Payroll processes to realise efficiencies
- Designed and implemented a HR toolkit for managers through our Moodle platform
- Refreshed recruitment documentation, including candidate guidance, shortlisting matrix
- Continued to review HR compliance with regulatory standards and employment legislation, including Fit & Proper Person Requirements, recommendations from the Taylor Review
- Developed the way we manage our mandatory e-learning process and enabled manager access to provide key information at the point it is required.

### **We Will**

- Become less transactional and develop a business partnering model to ensure HR is adding value and provides an excellent HR service
- Ensure that HR services are delivered in a timely, responsive, flexible and solutions-focused way
- Maximise the use of technology and online processes
- Continue to review and streamline recruitment processes, with a particular focus on volunteer recruitment
- Improve HR management information and benchmarking to inform business decision making and future plans as well as anticipate challenges

- Implement and embed the new HR structure
- Continue to review HR compliance with regulatory standards and employment legislation
- Further develop our change management toolkit so it is better equipped with evaluation tools
- Continue to develop the capability of managers to undertake HR processes
- Continue to develop the management of our mandatory eLearning to improve the learner, manager and system administration experience
- Design and embed processes to measure and evaluate strategies and initiatives across the organisation to assess the impact
- Be creative in the approach to new initiatives giving consideration to collaboration internally and externally

## Organisational Development SWOT Analysis 2021

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• New HR structure</li> <li>• Professionally qualified HR &amp; OD staff with experience from a range of sectors</li> <li>• Good mix of team members who have long service with hospice plus newer staff bringing new ideas</li> <li>• Two leadership programmes (Inspire &amp; CLiA)</li> <li>• Leadership development opportunities for aspiring managers through Aspire programme</li> <li>• Organisational induction</li> <li>• Suite of HR policies and procedures, template letters and guidance</li> <li>• HR Toolkit for managers on Moodle, Supportive Team</li> <li>• Positive, engaged, driven and ambitious team</li> <li>• IIP status</li> <li>• Strong, strategic, clear leadership from Director</li> <li>• Clear direction, planning, forward thinking, aspirations</li> <li>• CEO &amp; Board have strong support for HR &amp; OD and understands the value.</li> <li>• HR presence on both hospice sites</li> <li>• Database upgrade</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Volume of case management</li> <li>• Stand alone roles, e.g. Training &amp; OD Manager</li> <li>• Time (although aligning tasks/duties at the right level in the HR team will support this – see opportunities)</li> <li>• Digital skills</li> <li>• Automation and exploring digital solutions to support resource challenges.</li> <li>• On boarding</li> <li>• Managers lacking experience in case management</li> <li>• Dependency culture from some managers</li> <li>• Diverse workforce/EDI</li> <li>• Ageing workforce</li> <li>• Coaching, sharing knowledge using organisations strengths internally – there is some expectancy on a training event to ‘fix it’ rather than use resources and self-motivation.</li> <li>• Time and resources to evaluate initiatives</li> <li>• Pay structure</li> <li>• HR &amp; OD succession plan and career pathways for some levels</li> <li>• Volunteer admin processes</li> <li>• Volunteer roles not reviewed for some time</li> <li>• Different ways of working / culture at different sites</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• HR Select &amp; Moodle development opportunity to automate and reduce admin time for whole HR &amp; OD team.</li> <li>• Build on success of Apprenticeships and GM Apprenticeship Levy matching</li> <li>• Partnerships with apprenticeship sponsors.</li> <li>• Government initiatives, e.g. kick start scheme etc.</li> <li>• New way of working presented by COVID-19 pandemic</li> <li>• Links with external agencies and organisations such as colleges &amp; Pure Innovation to consider and implement new ways of recruiting.</li> <li>• Collaborations with GM and NW hospices</li> <li>• Collaboration with GM Hospices education group</li> <li>• Obtaining recognition / awards from external organisations, e.g. IIP</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Legislative changes</li> <li>• Budget – annual revenue &amp; fundraising challenges</li> <li>• NHS pay levels</li> <li>• National shortage of registered nurses</li> <li>• Brexit – recruiting from a smaller pool of candidates</li> <li>• Other organisations attracting our staff (e.g. maybe a higher salary etc.)</li> <li>• COVID-19 pandemic – new guidance and restrictions</li> <li>• Economic impact of COVID-19 pandemic</li> <li>• Impact on resilience and wellbeing due to the COVID-19 pandemic</li> </ul>

