

Our principles for new working arrangements



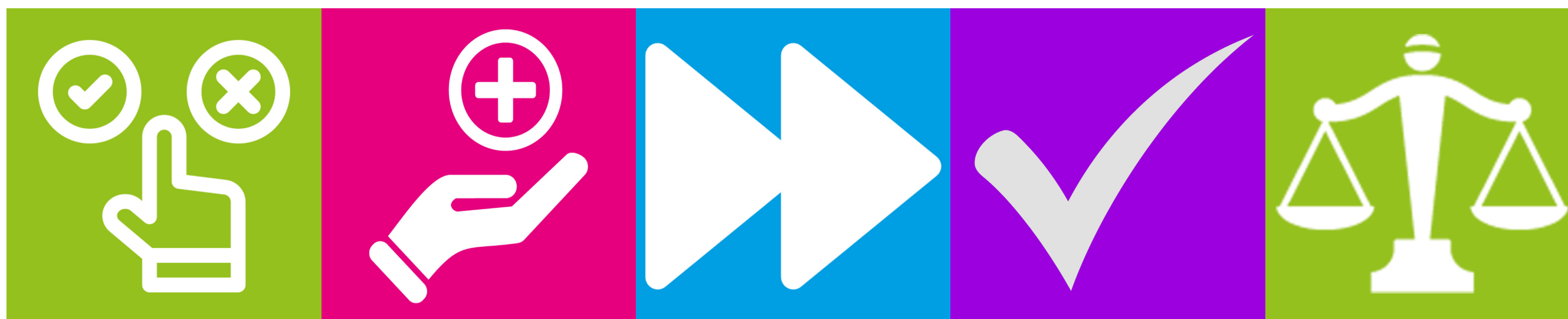
High Quality

People

Innovation

Agile/Flexible Working

Digital First



Support Choice

Fulfil duty of care

Look forward not back

Can Do Approach

Be balanced and fair



High Quality

High Quality

**We will embed quality in all our work across the Trust -
irrespective of clinical specialism or corporate role**

1. We will have clear cycles for reviewing the effectiveness and responsiveness of our service provision with key partners across health and social care, including most importantly our service users and carers.
2. We will use QI methodology to identify, test and implement changes required to tackle complex issues
3. We will have effective operational management which will monitor performance and quality metrics and intervene when necessary to ensure quality is maintained.



People

People

**All of our teams - Clinical and Corporate - will work collectively
to drive our continued transformation**

1. Our clinical and corporate management practice and behaviours will be focused on distributed leadership, effective multidisciplinary team working and continuous improvement, all with the core purpose of providing outstanding care for our service users and their families and carers.
2. We will build on the successes of our Exec Drop-In sessions with teams, to receive first hand, respond to and act upon all feedback and ideas.
3. Staff Training will ensure all staff have the knowledge to access and use the systems and technology they require to effectively support their role

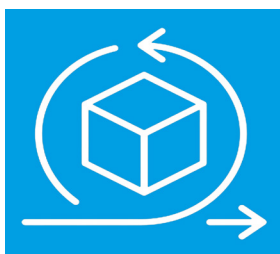


Innovation

Innovation

**We will continually look to relentlessly innovate, innovate, innovate
- as part of our overall commitment to being Outstanding**

1. We will ensure clinical practice is based upon the best evidence and innovative practice, using our clinicians, service users and local, regional and national networks.
2. We will encourage and support staff to challenge the norm and identify improvements they can make to the way they work and deliver care
3. We will develop our Research & Development capability and empower staff to develop ideas in a structured way and provide more opportunities to share their innovative ideas.



Agile/Flexible Working

Agile/Flexible Working

**We will champion Agile/Flexible working in ways that meet
both the individual and collective needs of our people, teams and service users**

1. We will progress via Agile Working Conversations, instigated by the employee or the manager and confirmed in Agile Home Working Agreements - based around 4 workstyles - Home, Fixed, Mobile, Flexible
2. Employees will be provided with necessary ICT equipment and technology - including laptop, docking station, monitor, keyboard, mouse (and if necessary voice recognition and larger monitor) and Device Mobility will expand the Trust's mobile device estate and dedicated applications to support staff
3. We will support our staff to achieve a healthy work life balance leading to potentially greater job satisfaction and motivation which can lead to improved morale and productivity, not necessarily working standard office hours, but mutually agreed working patterns



Digital First

Digital First

We are a Digital by Choice organisation developing a national reputation as a leader in the use of digital technology

1. Our technology will support the delivery of high quality, safe, effective care, fit-for-purpose for today and future proofed
2. Clinical Portals will optimise and enhance our existing EPR platforms to provide staff with the ability to access and record information into the system in line with clinical pathways and Patient Portals will deliver public citizens, patients and service users with integrated social platforms, information management, tasking and scheduling activities, alerts and notification
3. We will develop Digital leadership to integrate digital thinking at the highest levels within our organisation and ensure senior level representation and responsibility for overseeing digital technologies are implemented effectively and safely better use of buildings and estate.



Support choice

Support choice

We are opposed to adopting a “one size fits all” approach and will not do so

1. We will support and promote choice and flexibility of working locations
2. Where an individual does not want to work at home, other elements of agile working must be considered, for example, working at a flexible office base or hot desking
3. Our technology will be personalised to satisfy individual requirements supporting flexibility of working practices



Fulfill duty of care

Fulfil duty of care

**We will always fulfil our most important duty
- to care for each and every one of us**

1. We are totally committed to ensuring the health, safety and wellbeing of all staff, patients, contractors and members of the public who are in any way affected by work or activities undertaken by the Trust
2. Our staff are our most important resource and should not be made ill by work. The health, safety and welfare of staff directly contribute to organisational success
3. We will continue to prioritise investment in support and materials to enhance the Health and Wellbeing of all our people



Look forward not back

Look forward not back

**We will embrace the future, not the past -
recognising that our best days are ahead of us**

1. The changing landscape of health and social care and the development of Integrated Care Systems, will require our people to work in different ways, working more collaboratively and develop more effective partnerships
2. We will deliver high quality care today, but we will also plan for tomorrow to ensure we are still able to deliver this high quality care to the people in our local communities and their changing demographics.
3. We will invest in staff to have pathways to further their knowledge, skills and careers



Can Do Approach

Can Do Approach

We have done amazing things together and will continue to succeed together

1. We will have a positive learning culture, which supports people to work effectively in teams and leaders throughout the organisation who feel empowered to take decisions and drive positive change.
2. We will ensure that all we do is in collaboration with service users and carers, with co-production driving improvement for staff and service users alike
3. We will develop an innovative capacity for 'knowing what we know' across the Trust via a knowledge management approach



Be balanced and fair

Be balanced and fair

**We will be both balanced and fair in our approach -
recognising and respecting the range of perspectives of all of us**

1. We recognise that there are genuine issues, pros and cons and trade-offs involved between remote/digital working and office-based/face-to-face
2. Decisions and choices around modes and locations of work will be taken against clearly understood and consistently applied criteria
3. We will decide on the most appropriate risk control measures and where reasonably practicable put them in place, providing a safe place of work, safe healthcare premises and equipment and maintaining them and ensuring everyone is competent to carry out their tasks