

# NHS Constitution – Staff

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*your hospitals, your health, our priority*

## NHS Constitution – Update on Staff Rights, Pledges, Duties & Expectations

### Staff Rights

Have a good working environment with flexible working opportunities, consistent with the needs of patients and with the way that people live their lives.			
Rights	Update	RAG	Compliant / Non-compliant
To fair treatment regarding leave, rights and flexible working and other statutory leave requests relating to work and family, including caring for adults that you live with.	A range of policies are in place to support this right: <ul style="list-style-type: none"> <li>• Flexible working policy &amp; toolkit</li> <li>• Special Leave Policy</li> </ul>		Compliant
To request other 'reasonable' time off for emergencies (paid and unpaid) and other statutory leave (subject to exceptions).	A range of policies are in place to support this right: <ul style="list-style-type: none"> <li>• Flexible working policy &amp; toolkit</li> <li>• Special Leave Policy</li> </ul>		Compliant
To expect reasonable steps are taken by the employer to ensure protection from less favourable treatment by fellow employees, patients and others (e.g. bullying and harassment)	A range of policies are in place to support this right: <ul style="list-style-type: none"> <li>• Grievance Policy linked to Raising Concerns Policy</li> <li>• Divisional Equality Champions and quarterly I&amp;D Steering Group</li> <li>• I&amp;D Operational Group Development and publication of Equality Objectives</li> <li>• Quarterly pulse check to obtain staff views and opinions</li> <li>• Listening Events.</li> </ul>		Compliant

Have a fair pay and contract framework			
Rights	Update	RAG	Compliant / Non-compliant
To pay; consistent with the national Minimum Wage or alternative contractual agreement. To fair treatment regarding pay.	<ul style="list-style-type: none"> <li>• The Trust adheres to National Policy on minimum wage and other national frameworks through the application of national terms and conditions of employment</li> <li>• All non-medical posts independently banded in accordance with the Agenda for Change Job Evaluation Handbook and national profiles</li> <li>• Local negotiating committees in place where local policy and practice is agreed with staff side</li> </ul>		Compliant

Be involved and represented in the workplace			
Rights	Update	RAG	Compliant / Non-compliant
To be accompanied by either a Trade Union official or a work colleagues at disciplinary or grievance hearings in line with legislation, your employer's policies or your contractual rights.	<p>A range of policies are in place to support this right:</p> <ul style="list-style-type: none"> <li>Partnership Working Policy including reference to the NHS Constitution and staff pledges.</li> <li>Grievance and Disciplinary Policies and Maintaining High Professional Standards all incorporate the right to representation</li> </ul>		Compliant
To consultation and representation either through the Trade Union or other staff representatives (for example where there is no trade union in place) in line with legislation and any collective agreements that may be in force.	<p>A range of policies are in place to support this right:</p> <ul style="list-style-type: none"> <li>Partnership Working Policy</li> <li>Disciplinary, Grievance, Capability and Organisational Change policies include the right to representation by a trade union or to be accompanied by a work colleague</li> <li>Staff engagement programmes, including listening and action events, quarterly pulse check, annual staff survey and leadership values questionnaires</li> <li>Patient Experience Network (PEN) National Award for Staff Engagement 2015</li> <li>Shortlisted for a CIPD Award 2016 for Best Employee Engagement Initiative</li> <li>Shortlisted for an HSJ Award 2016 for Staff Engagement</li> </ul>		Compliant

Have healthy and safe working conditions and an environment free from harassment, bullying or violence.			
Rights	Update	RAG	Compliant / Non-compliant
To work within a healthy and safe workplace and an environment in which the employer has taken all practical steps to ensure the workplace is free from verbal or physical violence from patients, the public or staff, to work your contractual hours, take annual leave and to take regular breaks from work.	<p>Partnership working:</p> <ul style="list-style-type: none"> <li>Local Police</li> <li>Focus Groups for staff with protected characteristics e.g. BME</li> </ul> <p>A range of policies are in place to support this right:</p> <ul style="list-style-type: none"> <li>Annual Leave Policy</li> <li>Behaviour and Attitudes at Work Leaflet</li> <li>Code of Conduct Policy</li> <li>Disciplinary Policy</li> <li>Flexible Working Policy &amp; Toolkit</li> <li>Time Owing Policy</li> <li>Raising Concerns Policy for Handling Staff Concerns</li> <li>The Trust adheres to National Policy on employees entitlements under working time directives.</li> </ul>		Compliant

	<p>In addition the Trust provides training to underpin these rights:</p> <ul style="list-style-type: none"> <li>• Conflict resolution eMandatory</li> <li>• Conflict resolution training – high risk areas</li> <li>• Caring for our Customers Training</li> <li>• CMI accredited Leadership and Management Programmes</li> <li>• Specific Training to Security Staff</li> <li>• Incident Reporting Training (Datix)</li> </ul>		
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Be treated fairly, equally and free from discrimination			
Rights	Update	RAG	Compliant / Non-compliant
To a working environment (including practices on recruitment and promotion) free from unlawful discrimination on the basis of gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity or marital or civil partnership status.	<p>A range of policies are in place to support this right:</p> <ul style="list-style-type: none"> <li>• Behaviour and Attitudes at Work Leaflet</li> <li>• Grievance Policy</li> <li>• Recruitment and Selection Policy</li> </ul> <p>In addition the trust has consulted and ratified the following scheme and training to underpin these rights:</p> <ul style="list-style-type: none"> <li>• Equality Impact Assessment</li> <li>• Inclusion and Diversity Champions</li> <li>• Equality Delivery System and Action Plan</li> <li>• Embedding I&amp;D into leadership programmes</li> <li>• Mandatory Inclusion and Diversity e-learning programme for all staff</li> <li>• Workforce Race Equality Standard (WRES)</li> </ul>		Compliant

Can in certain circumstances take a complaint about their employer to an Employment Tribunal			
Rights	Update	RAG	Compliant / Non-compliant
To appeal against wrongful dismissal	<p>A range of policies are in place to support this right:</p> <ul style="list-style-type: none"> <li>• Grievance Policy</li> <li>• Maintaining High Professional Standards</li> <li>• Disciplinary Policy &amp; Procedures</li> <li>• Management of Sickness Absence Policy</li> </ul>		Compliant

	<ul style="list-style-type: none"> <li>• Performance Management Policy</li> <li>• Job Security and Organisational Change Policy</li> </ul> <p>Policies have clear appeal processes contained within them</p>		
If internal processes fail to overturn a dismissal, you have the right to pursue a claim in the employment tribunal, if you meet required criteria	<p>A range of policies are in place to support this right:</p> <ul style="list-style-type: none"> <li>• Grievance Policy</li> <li>• Disciplinary Policy &amp; Procedures</li> <li>• Management of sickness absence Policy</li> <li>• Performance Management Policy</li> <li>• Job Security and Organisational Change Policy</li> <li>• Maintaining High Professional Standards</li> </ul>		Compliant
Can raise any concern with their employer whether it is about safety, malpractice or other risk, in the public interest			
To protection from detriment in employment and the right not to be unfairly dismissed for 'whistleblowing' or reporting wrongdoing in the workplace.	<p>A range of policies are in place to support this right:</p> <ul style="list-style-type: none"> <li>• Raising Concerns Policy</li> <li>• Code of Conduct Policy</li> <li>• Grievance Policy</li> <li>• Management of sickness absence Policy</li> </ul> <p>The Trust works with NW Anti-Fraud who independently investigate any complaints via this route. The Raising Concerns Policy is consistent with the Anti-Fraud legal framework and NHS National Whistle Blowing Policy and is regularly updated. The Trust also has a Freedom to Speak Up Guardian to provide an independent route for complainants.</p>		Compliant

Have employment protection (NHS employees only)			
Rights	Update	RAG	Compliant / Non-compliant
You have a right to employment protection in terms of continuity of service for redundancy purposes if moving between NHS employers.	<p>A range of policies / contractual obligations are in place to support this right:</p> <ul style="list-style-type: none"> <li>• Job Security and Organisational Change Policy</li> <li>• Terms &amp; Conditions of employment (e.g. NHS Agenda for Change &amp; Medical Staff T&amp;C's)</li> </ul>		Compliant

	In addition the Trust has agreed to work with local Trusts in the area to facilitate redeployment where there is opportunity to do so.		
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Can join the NHS Pension Scheme (NHS Employees and some other groups, e.g. GPs)			
Rights	Update	RAG	Compliant / Non-compliant
You have rights relating to the ability to join the NHS Pension Scheme	<p>All new eligible employees are automatically registered with the NHS Pensions Scheme Auto-enrolment from April 2013 also gives the option of a non NHS scheme (NEST) for those not eligible to join the NHS scheme.</p> <p>The Trust complies with Auto Enrolment Legislation for new starters although full implementation of Auto Enrolment has been deferred until 2017.</p>		Compliant

## Staff Pledges

Pledge One: The NHS commits to provide a positive working environment for staff and to promote supportive, open cultures that help staff do their job to the best of their ability.			
Update		RAG	Compliant / Non-compliant
<p>Staff Engagement and Wellbeing</p> <ul style="list-style-type: none"> <li>• The Trust participates in the annual NHS staff survey</li> <li>• Staff engagement programmes including walkabouts, listening / action events and quarterly pulse checks.</li> <li>• The Trust provides a Staff Health &amp; Well-Being Programme called “Steps 4 Wellness” which includes a range of services associated with physical health, mental health, keeping social and healthy choices.</li> <li>• A Mindfulness Practitioner running 6 week mindfulness programmes</li> <li>• The Trust has a Raising Concerns Policy</li> <li>• A programme of cultural awareness and inclusiveness is managed through the Equality Delivery System Action Plan</li> <li>• The Trust complies with the Workforce Race Equality Standard</li> <li>• Always events launched January 2014, including challenging those who do not do the right thing</li> <li>• Patient Experience Network (PEN) National Award for Staff Engagement 2015</li> <li>• Finalist in the CIPD Award 2016 for Best Employee Engagement Initiative</li> <li>• Runner up in the HSJ Award 2016 for Staff Engagement</li> <li>• Mediation services</li> </ul>			Compliant

<ul style="list-style-type: none"> <li>• Critical Incident Stress Management (CISM) Service</li> <li>• Mental Health Awareness and resilience training courses</li> <li>• Going the Extra Mile Recognition Scheme</li> </ul>		
<p>Regular Appraisals and Training opportunities:</p> <ul style="list-style-type: none"> <li>• All staff are required to have an annual PDR; for some staff this will take the form of a job chat form to ensure the PDR process is relevant to all staff</li> <li>• PDR compliance rates by division reported to Trust Board each month</li> <li>• PDR system linked to organisational objectives and values</li> <li>• Training opportunities promoted via Trust News, e-mail and Focus on a regular basis</li> <li>• Comprehensive eMandatory Training available to all employees to ensure that they are safe and updated in line with risk management requirements.</li> <li>• Incremental pay progression linked to performance criteria, including mandatory training</li> <li>• Internal and external training can be accessed relevant to role and development needs</li> <li>• A WWL Route Planner bringing together the learning and development activities from mandatory training and Personal Development reviews (which will be called My Route Plan), to career pathways which support personal and professional development into new roles</li> </ul>		Compliant

<p>Pledge Two: The NHS commits to provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.</p>		
Update	RAG	Compliant / Non-compliant
<p>Role Design and responsibilities to enable high quality care:</p> <ul style="list-style-type: none"> <li>• Design of roles in line with service requirements, Agenda for Change Job matching, Evaluation and Consistency Checking processes in place.</li> <li>• Job Security and Change Policy to provide a framework for organisation and service reviews.</li> <li>• IMPACT course includes Patient Experience references</li> <li>• Ongoing Patient Experience Survey and reporting to Trust Board and cascaded through Team Brief.</li> </ul>		Compliant
<p>Contract of Employment for most staff supports this pledge:</p> <ul style="list-style-type: none"> <li>• Agenda for Change Terms &amp; Conditions available for majority of staff</li> <li>• Consultant Contract and other nationally agreed Medical staff contracts adhered to by the organisation</li> <li>• All staff receive contract of employment &amp; Job Descriptions along with annual objectives consistent with the</li> </ul>		Compliant

Trust's overarching objectives and strategy.		
<ul style="list-style-type: none"> <li>All Consultants and SAS Doctors undertake annual Job Planning reviews</li> </ul>		
Regular Appraisals and Training opportunities:		Compliant
<ul style="list-style-type: none"> <li>PDR compliance rates by division reported to Trust Board each month</li> <li>PDR system linked to organisational objectives and values</li> <li>Incremental pay progression linked to local performance criteria including mandatory training</li> <li>Training opportunities promoted via Trust News, e-mail and Focus on a regular basis</li> <li>Comprehensive eMandatory Training available to all employees to ensure that they are safe and updated in line with risk management requirements.</li> </ul>		

Pledge Three: The NHS commits to provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.		
Update	RAG	Compliant / Non-compliant
Utilisation of the Knowledge and Skills Framework:		Compliant
<ul style="list-style-type: none"> <li>PDR system mapped against KSF core dimensions.</li> <li>PDR compliance rates by division reported to Trust Board each month</li> <li>PDR system links to organisational objectives and values</li> <li>Leadership 360 degree feedback tool (Leadership Values Questionnaire)</li> <li>Accredited Leadership development programmes</li> </ul>		
Educational Governance and Investment in Continuous Personal Development (CPD):		Compliant
<ul style="list-style-type: none"> <li>The Trust has signed the Skill's Pledge and provides a range of Apprenticeship programmes for internal staff in bands 1-4 with further scope to offer apprenticeship programmes for post-qualified staff with the introduction of the Apprenticeship Levy in May 2017.</li> <li>Protected Time to Study is available for Medical and non-medical staff.</li> <li>Allocation of finance for time off for study and training included in a Learning Policy available for all non-medical staff.</li> <li>All staff are entitled to an additional days study provided they are compliant with mandatory training as detailed in the Learning Policy</li> <li>Investment in personnel to support medical staff revalidation and appraisal process.</li> <li>Educational Governance Committee developed in order to ensure the effective strategies are in place to ensure the existence and provision of professional and management development for the full workforce, by overseeing educational governance procedures, processes and structures aligned to organisational and workforce priorities.</li> <li>An annual Strategic Learning Needs Analysis takes place in order to identify and prioritise learning needs for the financial year</li> <li>Accredited internal leadership programmes at Levels 3, 5 &amp; 7</li> <li>Accredited Coaching programme Level 5 and 7</li> </ul>		



<ul style="list-style-type: none"> <li>• Access to regional and national leadership programmes through Leadership Academies</li> </ul>		
<p>Spotting and Developing confident leaders:</p> <ul style="list-style-type: none"> <li>• Development potential discussed as part PDR process.</li> <li>• External accessible Leadership Programmes available for Executives and Managers</li> <li>• Accredited internal leadership programmes at Levels 3, 5 &amp; 7</li> <li>• Coaching programme for new managers to access coaching and also to develop skills in coaching</li> <li>• In-house Leadership Values Questionnaire 360 feedback tool</li> <li>• A new Be Wigan Collaborative Leadership Programme in pilot phase for leaders across all NHS and Social Care organisations in Wigan Borough with a bespoke leadership behaviour framework designed to reflect each organisation's key leadership values and behaviours with the emphasis on leading from place.</li> </ul>		Compliant

Pledge four: The NHS commits to provide support and opportunities for staff to maintain their health, well-being and safety.		
Update	RAG	Compliant / Non-compliant
<p>Trusts are required to prevent violence against staff whenever possible and to take all appropriate action, including prosecutions of offenders, when violence occurs:</p> <ul style="list-style-type: none"> <li>• The Trust has a lead manager and executive for implementation of guidance and training from the NHS Security Management Services.</li> <li>• The Trust has an eMandatory Training module – Conflict resolution and bespoke training for high risk areas.</li> <li>• Conflict resolution is covered on the Trust Induction Programme</li> <li>• Higher level conflict training included in the Learning Needs Analysis</li> <li>• Close working relationships with the local police</li> </ul>		Compliant
<p>Staff, patients and others are protected against the risks of acquiring a healthcare associated infection:</p> <ul style="list-style-type: none"> <li>• The Trust has an eMandatory Training module for all staff on Infection control</li> <li>• HACI are reported to Trust Board monthly and are communicated via Team Brief.</li> <li>• Quality and Safety Matrons have been appointed to each division in the Trust.</li> </ul>		Compliant
<p>Staff are supported in their health and well being:</p> <ul style="list-style-type: none"> <li>• Occupational Health services available to staff including self referral for counselling services.</li> <li>• H&amp;WB incorporated into social responsibilities and staff engagement group</li> <li>• Listening events</li> <li>• Staff engagement calendar of events</li> <li>• Mindfulness programme</li> <li>• Resilience training</li> <li>• Mental health awareness training</li> <li>• Critical Incident Stress Management (CISM) Service</li> </ul>		Compliant

<ul style="list-style-type: none"> <li>Steps for Wellness Programme promoting healthy lifestyles, mental and physical health and social support</li> </ul>		
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<p>Pledge Five: The NHS commits to engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.</p>		
Update	RAG	Compliant / Non-compliant
<p>Involvement in Social Partnership Forum:</p> <ul style="list-style-type: none"> <li>The Trust works in partnership with staff side, consulting on organisational change</li> <li>Staff engagement programme</li> <li>WWL Way</li> <li>The Trust holds regular listening / action events and completes a quarterly pulse check.</li> <li>Dragons Den approach implemented to innovation funding</li> </ul>		Compliant
<p>Staff, patients and others are protected against the risks of acquiring a healthcare associated infection:</p> <ul style="list-style-type: none"> <li>The Trust has an eMandatory Training module for all staff on Infection control</li> <li>HACI are reported to Trust Board monthly and are communicated via Team Brief.</li> <li>Quality and Safety Matrons have been appointed to each division in the Trust.</li> </ul>		Compliant
<p>Staff are supported in their health and well being:</p> <ul style="list-style-type: none"> <li>Occupational Health services available to staff including self referral for counselling services.</li> <li>H&amp;WB agenda/programme (WWL Steps 4 Wellness) aligned to staff engagement activities</li> </ul>		Compliant

<p>Pledge Six: The NHS commits to have a process for staff to raise an internal grievance</p>		
Update	RAG	Compliant / Non-compliant
<ul style="list-style-type: none"> <li>Grievance Procedure</li> <li>Staff conversations</li> <li>Staff engagement listening events</li> <li>Raising Concerns Policy</li> </ul>		Compliant

<p>Pledge Seven: The NHS commits to encourage and support all staff in raising concerns at the earliest reasonable opportunity about safety, malpractice or wrongdoing at work, responding to and, where necessary, investigating the concerns raised and acting consistently with the Public Interest Disclosure Act 1998</p>		
Update	RAG	Compliant / Non-compliant
<ul style="list-style-type: none"> <li>Raising Concerns Policy</li> <li>Freedom to Speak Up Guardian</li> <li>Local Anti-Fraud Specialist</li> </ul>		Compliant

- Always events (encourages staff to challenge)
- Staff Conversations
- Partnership walkabouts

### Staff Legal Duties

Duty One: To accept professional accountability and maintain the standards of professional practice as set by the appropriate regulatory body applicable to your professional role		
Update	RAG	Compliant / Non-compliant
<ul style="list-style-type: none"> <li>• Annual PDR</li> <li>• Disciplinary Policy requiring adherence to applicable codes of practice</li> <li>• Performance Management (Capability) Policy</li> <li>• Clinical Staff Registration Policy</li> <li>• Standard item within job descriptions</li> </ul>		Compliant
Duty Two: To take reasonable care of health and safety at work for you, your team and others, and to co-operate with employers to ensure compliance with health & safety requirements		
Update	RAG	Compliant / Non-compliant
<ul style="list-style-type: none"> <li>• Health &amp; Safety training</li> <li>• Datix risk management system</li> <li>• Health &amp; Safety Policies and protocols</li> <li>• Staff Health &amp; Well-Being Service</li> <li>• H&amp;S reps (for trade union member and non-members)</li> </ul>		Compliant
Duty Three: To act in accordance with the express and implied terms of your contract of employment		
Update	RAG	Compliant / Non-compliant
<ul style="list-style-type: none"> <li>• Contracts of employment issued to all staff</li> <li>• Job Descriptions reviewed annually at PDR</li> <li>• Annual performance review</li> <li>• Disciplinary Policy</li> <li>• Code of Conduct Policy</li> </ul>		Compliant

Duty Four: Not to discriminate against patients or staff and to adhere to equal opportunities and Equality & Human Rights legislation		
Update	RAG	Compliant / Non-compliant
<ul style="list-style-type: none"> <li>Grievance Policy</li> <li>Inclusion &amp; Diversity training</li> <li>I&amp;D Steering and Operational Groups</li> <li>EDS action plan</li> <li>Code of Conduct Policy</li> <li>Always Events</li> <li>Workforce Race Equality Standard (WRES)</li> </ul>		Compliant

Duty Five: To protect the confidentiality of personal information that you hold		
Update	RAG	Compliant / Non-compliant
<ul style="list-style-type: none"> <li>IT security Policies</li> <li>Information Governance training</li> <li>Information Governance Steering Group</li> <li>Information Governance toolkit</li> <li>Information Governance Policies</li> <li>Disciplinary Policy</li> <li>Code of Conduct Policy</li> </ul>		Compliant

Duty Six: To be honest and truthful in applying for a job and in carrying out that job		
Update	RAG	Compliant / Non-compliant
<ul style="list-style-type: none"> <li>Compliance with NHS pre-employment check standards</li> <li>Recruitment &amp; Selection Policy</li> <li>Recruitment &amp; Selection training for managers</li> <li>Code of Conduct Policy</li> <li>Disciplinary Policy</li> <li>Local Anti-Fraud Specialist access</li> <li>Fit and Proper Person Requirement (Directors Only)</li> </ul>		Compliant

### Expectations for staff

Expectation One: You should aim to maintain the highest standards of care and service, treating every individual with compassion, dignity and respect, taking responsibility not only for the care you personally provide, but also for your wider contribution to the aims of your team and the NHS as a whole		
Framework	RAG	

<ul style="list-style-type: none"> <li>• Objectives cascaded from Trust objectives</li> <li>• Job Descriptions</li> <li>• Annual performance review</li> <li>• Team ethos</li> <li>• Staff engagement programme - including participation in listening events</li> <li>• Always Events</li> <li>• Pioneer team programme</li> <li>• WWL values</li> <li>• Dignity in Care Policy</li> </ul>	
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Expectation Two: You should take up training and development opportunities provided over and above those legally required of your post	
Framework	RAG
<ul style="list-style-type: none"> <li>• E-Mandatory training</li> <li>• CPD</li> <li>• Protected time for study</li> </ul>	

Expectation Three: You should aim to play your part in sustainably improving services by working in partnership with patients, the public and communities	
Framework	RAG
<ul style="list-style-type: none"> <li>• Staff engagement programmes</li> <li>• Governor representation and involvement</li> <li>• Patient feedback forum</li> </ul>	

Expectation Four: You should aim to raise any genuine concern you may have about a risk, malpractice or wrongdoing at work (such as a risk to patient safety, fraud or breaches of patient confidentiality), which may affect patients, the public, other staff or the organisation itself at the earliest reasonable opportunity	
Framework	RAG
<ul style="list-style-type: none"> <li>• Raising Concerns Policy</li> <li>• Information Governance training</li> <li>• Fraud awareness</li> <li>• Local Anti-Fraud Specialist services</li> <li>• Always Events (encourages challenge)</li> </ul>	

Expectation Five: You should aim to involve patients, their families, carers or representatives fully in decisions about prevention, diagnosis and their individual care and treatment	
Update	RAG
<ul style="list-style-type: none"> <li>• Job Descriptions</li> <li>• Annual performance review</li> <li>• Always Events</li> <li>• Dignity in Care Policy</li> </ul>	

Expectation Six: You should aim to be open with patients, their families, carers or representatives, including if anything goes wrong; welcoming and listening to feedback and addressing concerns promptly and in a spirit of co-operation	
Update	RAG
<ul style="list-style-type: none"> <li>• Duty of candour</li> <li>• Datix risk management system</li> <li>• Always Events</li> <li>• Culture of learning</li> </ul>	

Expectation Seven: You should aim to contribute to a climate where the truth can be heard, the reporting of , and learning from errors is encouraged and colleagues are supported where errors are made	
Update	RAG
<ul style="list-style-type: none"> <li>• Always Events</li> <li>• Datix risk management system</li> <li>• Raising Concerns Policy</li> <li>• Annual performance review</li> <li>• Staff engagement programme participation (listening events, pulse checks etc.)</li> <li>• Leadership Values Questionnaire</li> </ul>	

Expectation Nine: You should aim to view the services you provide from the standpoint of a patient, and involve patients, their families and carers in the services you provide, working with them, their communities and other organisations, making it clear who is responsible for their care	
Update	RAG
<ul style="list-style-type: none"> <li>• Communication Cells</li> <li>• Response to patient feedback</li> <li>• Always events</li> <li>• Annual performance review</li> </ul>	

Expectation Eight: You should take up training and development opportunities provided over and above those legally required of your post	
Update	RAG

<ul style="list-style-type: none"> <li>• E-Mandatory training</li> <li>• CPD</li> <li>• Protected time for study</li> </ul>	
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Expectation Nine: You should aim to take every appropriate opportunity to encourage and support patients and colleagues to improve their health & well-being	
Update	RAG
<ul style="list-style-type: none"> <li>• Personal care plans</li> <li>• Health &amp; Well-Being trainers</li> <li>• Staff Health &amp; Well-Being service</li> </ul>	

Expectation Ten: You should contribute towards providing fair and equitable services for all and play your part, wherever possible, in helping to reduce inequalities in experience, access or outcomes between differing groups or sections of society requiring health care	
Update	RAG
<ul style="list-style-type: none"> <li>• Staff engagement programmes</li> <li>• Objectives cascaded from Trust objectives</li> <li>• Communication Cells</li> <li>• Service transformation projects</li> <li>• I&amp;D training</li> <li>• EDS action plans – focus groups</li> </ul>	

Expectation Eleven You should aim to inform patients about the use of their confidential information and record their objections, consent or dissent	
Update	RAG
<ul style="list-style-type: none"> <li>• Always Events</li> <li>• Information Governance training</li> <li>• Information Governance Policies</li> <li>• Record Keeping Policies</li> </ul>	

Expectation Twelve: You should aim to provide access to patients information to other relevant professionals, always doing so securely, and only there is a legal and appropriate basis to do so	
Update	RAG
<ul style="list-style-type: none"> <li>• Clinical information systems</li> <li>• Record Keeping Policies</li> </ul>	

- Information Governance Policies
- Multi-Disciplinary Team working

**Alison Balson**  
**Director of Workforce**