

Our learning for the future framework

How we work as an organisation

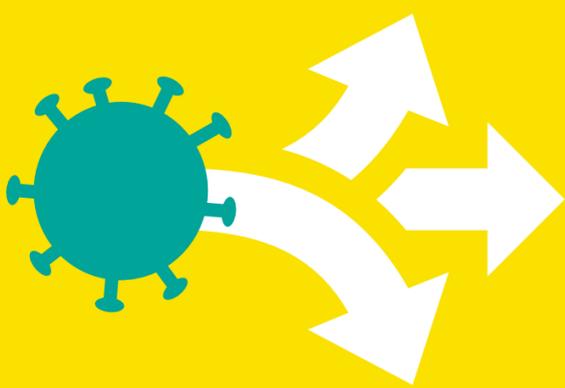
As a learning organisation, we want to be bold and creative in adopting working practices which support:

- the delivery of high-quality services to the local communities we serve;
- ways of working which promote innovation, collaboration and continuous improvement;
- our aspiration to be an employer which recruits and retains high quality staff through our commitment to wellbeing and flexible working.



In light of our experience during Covid-19:

- we will not revert back to how we used to work – we will continue, for example, to hold Trust-wide meetings virtually as the norm in order to prevent people from having to travel;
- individual teams and services have freedom within this framework to develop your proposed future ways of working;
- we are not launching a new way of working with a ‘big bang’ – we need to review, refine and recalibrate our ways of working over time, based on patient need and staff experience.



Core principles / expectations that need to inform discussions and decisions about future ways of working

- 1.** The opportunity to genuinely embrace flexible working practices that support staff wellbeing and which promote work / life balance.
- 2.** The importance of staff having manageable workloads, clear roles, regular breaks and annual leave and support to make sure they do not work unreasonable hours.
- 3.** The needs of your service in directly providing care to patients, families and carers, or in supporting this if you are a non-clinical team.
- 4.** The requirement of line managers / leaders to be accessible and visible to staff through formal, planned supervision, appraisals and team meetings, as well as informal check-ins (both virtually and face-to-face).
- 5.** The importance of engaging staff, listening to feedback and constructively exploring issues of potential conflict / disagreement with respect, empathy and kindness.
- 6.** Our Trust values: putting people first, being future focused, embracing change, working together and ensuring everyone counts.



Other expectations

- You should develop a clear agreement as a team about how you plan to work - both collectively and individually - to avoid misunderstanding, confusion or disagreement. This should involve everyone working within the team, including students and trainees.
- However your team works, you should come together in a face-to-face meeting at least once a month.
- Individual working practices should be regularly reviewed with staff through formal supervision and team meetings.
- Where a blended model of remote / office-based working is being adopted, there may be a requirement for existing office space previously reserved for use by the team to be repurposed in future e.g. to create additional meeting room space.
- Team working practices should take account of both workplace and individual risk assessments, as well as national infection prevention and control guidance (including use of Personal Protective Equipment). Staff working remotely must have access to the right equipment to support this.
- Changes to working practices agreed within the team, and approved by the relevant Director, may need amending in the light of the changing needs of the service being provided and if these cannot be met satisfactorily.

Decision-making process

Decisions on future team working practices should be:

- discussed with the team in order to ensure views have been considered, incorporating the outcome of workplace and individual risk assessments;
- fully consistent with Trust policies and procedures; and
- approved by the relevant Clinical / Service Director or Executive Support Service Director

