



## DEVELOPING HEALTH SERVICE CAREERS POLICY

|                       |  |
|-----------------------|--|
| Date of ratification: | Staff Partnership Committee – November 2018          |
| Policy first issued:  | August 1997  |
| Version:              | 3.0  |
| Date issued:          | November 2018  |
| Due for review by:    | November 2020  |
| To be reviewed by:    | Senior Matron – Practice and Development             |
| Director responsible: | Director of Workforce and Organisational Development |

## **1. INTRODUCTION**

- 1.1 Chesterfield Royal Hospital recognises our opportunity as the largest employer in North Derbyshire to contribute to employment in the area as part of our corporate citizenship commitment. Enabling access to work experience in the Trust promotes job opportunities for local people and promotes the NHS as an attractive career option.
- 1.2 Through our work experience we aim to demonstrate our Proud to CARE values (Compassion, Achievement, Relationships, and Environment) and our Proud to Learn culture through supporting, facilitating, enabling and empowering work experience individuals to achieve their learning objectives.
- 1.3 Work experience is an opportunity for individuals to gain a greater level of knowledge and understanding about NHS careers, helping individuals to make an informed career decision and supporting University/College applications. Trust attendance at local schools and college careers events is also an essential part of promoting NHS Careers.

## **2. POLICY STATEMENT**

- 2.1 The aim of this policy is to support work experience and NHS job opportunities in order to promote the Royal and the NHS as a future employer.

This policy aims to ensure that individuals applying for work experience are provided with equal access to placements and that the Trust is compliant with legislative requirements.

## **3. CATEGORIES OF WORK EXPERIENCE**

- 3.1 The policy identifies 7 categories of work experience.

We will do our utmost to provide a requested work experience placement. However, we cannot guarantee as places are limited. To avoid disappointment applicants are advised to apply at least 3 months in advance of your placement request.

- 3.2 **Category one: Open days and Shadowing**

An open day or shadowing opportunity specifically for individuals applying for a University course for a particular health care professional qualification.

To apply applicants should contact the Practice Learning Support Co-ordinator on extension 2863.

- 3.3 **Category two: Medical work experience**

'Medical work experience' is a 1 week programme, delivered once per year in July, providing a comprehensive insight into the role of a doctor and is designed for individuals who have applied, intend to apply or will be applying for a place at medical school.

To apply applicants should contact the Practice Learning Support Co-ordinator on extension 2863.

**3.4 Category three: World of Work**

'World of Work' is a 1 or 2 week programme, for pre 16 year old students or the long term unemployed to experience insight into non-clinical work experience. The programme will focus on communication, team working and the NHS as an employer.

To apply applicants should contact the Practice Learning Support Co-ordinator on extension 2863.

**3.5 Category four: Unpaid Internship**

To support individuals who are on, or have completed, college/university courses to gain work experience for up to 6 months to support their theoretical learning and for unemployed graduates looking to gain experience to help secure employment.

To apply applicants should contact the Practice Learning Support Co-ordinator on extension 2863.

**3.6 Category five: Cadetships**

Commencing January to Easter. To provide 6 – 12 months HCA/healthcare support worker work experience 1 day per week. Applicants must be completing a BTEC Diploma in Health & Social Care or similar and be aiming to apply for pre-registration healthcare programmes.

To apply contact Sister, Clinical Education and Training Team on extension 2931.

**3.7 Category six: Princes Trust**

To provide a 4 - 6 week programme of work experience, in partnership with the Princes Trust Charity, to help young people develop key skills, confidence and motivation, enabling young people to move into work, education or training.

To apply contact the Princes Trust at [www.princes-trust.org.uk](http://www.princes-trust.org.uk)

**3.8 Category seven: Apprenticeships**

A 12 month – 3 year training contract linked to an accredited apprenticeship framework.

To apply see NHS jobs for vacancies at [www.jobs.nhs.uk](http://www.jobs.nhs.uk)

**3.9 Shadowing for Substantive Staff**

Shadowing is a great opportunity to learn about other roles and departments to support professional development as part of the appraisal process. To apply contact the lead in the department to make arrangements.

**4. POLICY REQUIREMENTS**

4.1 Individuals applying for work experience (excluding apprenticeships and shadowing) must complete a work experience application form (Appendix A).

4.2 The work experience application form must include biographical information and reasons for the request to enable appropriate planning of experiences in the Trust.

4.3 To meet health and safety requirements a confidential health declaration form (Appendix B) must be completed by the applicant at the same time as the work experience application form and returned with the application to Practice Learning Support Co-ordinator, The Centre for Practice Learning, Education Centre, Chesterfield Royal Hospital, Calow, Chesterfield S44 5BL.

4.4 Where a DBS is required (ie clinical experience) the candidates will be invoiced for the cost of the DBS

- 4.5 Individuals must not participate in clinical procedures in clinical placement areas unless they have received training and are supervised, and all patient contact will require verbal consent.
- 4.6 Individuals offered practice experience under health and safety legislation are regarded as employees (The Right Start, HSE 2002)
- 4.7 Individuals will be made aware of the Confidentiality policy and must sign the confidentiality statement within the work experience application documentation.
- 4.7 The need for confidentiality will be reiterated by the nominated work experience supervisor in the placement area.
- 4.8 For individuals applying for profession specific work experience, i.e., 3.1 – 3.3, applicants must be able to demonstrate within the work experience application form that they have the minimum entry criteria to access the relevant university programme.
- 4.9 The Environmental Compliance Team will be requested by the Practice Learning Support Co-ordinator to assess the risks in relation to the individual taking into consideration the Health and Safety Legislation for Young People (Young People at Work Guidance 2000).
- 4.10 To request an application form for work experience, individuals should contact the Practice Learning Support Co-ordinator, The Centre for Practice Learning, Education Centre, Chesterfield Royal Hospital NHS Foundation Trust on 01246 512863 or email [CRHFT.centreforpracticelearning@nhs.net](mailto:CRHFT.centreforpracticelearning@nhs.net)
- The fully completed application and supporting documents must be returned at least 3 months prior to the date the placement is requested.
- 4.11 Each application will specify clear objectives and/or learning outcomes, and be supported by the sponsoring school or college where relevant. Applicants will be required to supply to the Practice Learning Support Co-ordinator references supporting their application from either the applicant's teacher, lecturer, employer or by a professional person at least 1 week before the placement commences.
- 4.12 To ensure that the Trust is not exposed to undue risk, the terms of each placement will be explicitly agreed by the signatures of the student and by their parent or guardian if under the age of eighteen.
- 4.13 Applicants requesting work experience at the Trust will be required to read the Information Governance Workbook and complete the Information Governance Assessment Questions (Set 2 - Version 1.0) prior to commencement of the placement as part of the pre-engagement checks.

## **5. RESPONSIBILITIES UNDER THE POLICY**

### **5.1 The Practice Learning Support Co-ordinator will:**

- 5.1.1 Provide general information about work experience to applicants.
- 5.1.2 Will monitor and administer the work experience process including co-ordination of letters of access and give details of responsibility and expectations in relation to behaviour, appearance and confidentiality.

- 5.1.3 Act as a liaison with the named person within the Divisions to arrange work experience placements in accordance with the requirements of the policy.

The Practice Learning Support Co-ordinator will provide further information about the candidate as necessary to the named person in the division.

- 5.1.4 Liaise with the Environmental Compliance Team regarding risk assessments as and when required.

- 5.1.5 The Practice Learning Support Co-ordinator will provide work experience identification badges.

**5.2 The Environmental Compliance Team:**

- 5.2.1 The Health and Safety Advisor will ensure risk assessments are undertaken in relation to work experience opportunities which complies with the Health & Safety Management Regulations 1999 pertaining to young people.

**5.3 Work experience areas will:**

- 5.3.1 Direct any enquiries regarding work experience to the Practice Learning Support Co-ordinator at Chesterfield Royal Hospital.
- 5.3.2 Clearly explain expected behaviour of individuals, provide a health and safety briefing, including Proud to CARE values (Appendix D) at the start of the work experience.
- 5.3.3 Investigate any episodes of inappropriate behaviour by the work-experience individual which may result in the practice experience being discontinued. Such incidents will be reported to the sponsoring organisation where applicable. Work placement area must inform Practice Learning Support Co-ordinator of any incidents involving a work placement candidate immediately and complete an incident form appropriately.
- 5.3.4 Work in collaboration with the Practice Learning Support Co-ordinator to ensure the suitability of the work placement experience and the candidate.
- 5.3.5 Provide direct supervision for students by competent, appropriate individuals throughout the placement.
- 5.3.6 Ensure that verbal consent is gained from patients/clients before individuals observe care.
- 5.3.7 Complete pre-engagement document checking (Appendix C) as required prior to placement commencing.
- (DBS not required for work experience where student always under observed supervision).
- 5.3.8 Carry out orientation to the workplace including discussion of any key Health and Safety considerations, confidentiality and appearance (reference 8).
- 5.3.9 Issue work experience identification badge, health and safety protective clothing and collect and issue work experience uniform (tabard/tunic) at the beginning of the placement and ensure that these items are worn at all times on the placement.
- 5.3.10 Provide details of the Learning Opportunities and discuss how learners will meet their objectives.

**5.4 Individuals on placement will:**

- 5.4.1 Provide such information as is necessary to enable the Trust to consider their applications for placement, including information on their health and identify their objectives.
- 5.4.2 Behave as directed by the nominated supervisor in the workplace observing health and safety requirements.
- 5.4.3 Comply with Trust policies relating to the conduct of employees, including the confidentiality policy, the smoke free policy, substance misuse policy and health and safety policy.
- 5.4.4 Candidates will pay a deposit of £5 for their ID badge and £5 for their tabard which they will have returned at the end of their placement upon return of their badge and tabard,
- 5.4.5 Comply with Trust uniform policy and observe general dress code identified below:
- Dress cleanly and smartly for the duration of their placement.
  - No jeans to be worn at anytime.
  - Appropriate footwear to be worn at all times.
  - Visibly display Trust Personal Identification at all times.
  - Work experience applicants must wear tabards/tunics at all times when in clinical areas.
  - Wear long hair off neck and shoulders.
- 5.4.6 Applicants must meet the conditions identified in this policy to be offered a placement at Chesterfield Royal Hospital NHS Foundation Trust.

## **6. TRAINING REQUIREMENTS**

- 6.1 Any training requirements which arise in relation to enabling applicants to undertake placements will be identified and addressed by the nominated Supervisor. There are no other training requirements.

## **7. MONITORING AND MAINTENANCE OF THE POLICY**

- 7.1 The policy will be monitored and maintained by the Practice Learning Support Co-ordinator on behalf of the Head of Practice & Professional Development.

## **8. RELATED POLICIES**

- 8.1 Guidelines for the Issuing of Honorary Contracts and Letters of Access (non-medical staff)  
Confidentiality Policy  
Smoke free Policy  
Substance Misuse (Employees)  
Information Governance Framework policy  
Health and Safety Policy  
Staff Appearance Policy and Standards  
Guidelines for the Issuing of Letters of Access  
(Non-Medical Staff and Medical Staff Undertaking Research)

## **9. KEYWORDS**

- 9.1 Work Experience, Open Days, Shadowing, World of Work, Unpaid internships, Cadetships, Princes Trust, Apprenticeships

### EQUALITY IMPACT SCREENING TOOL

Please complete the following when screening your policy for potential impact on equality groups.

|    |   | Yes/No | Comments |
|----|---|--------|----------|
| 1. | <b>Does the policy/guidance affect one group less or more favourably than another on the basis of:</b>            | No     |          |
|    | • Race  | No     |          |
|    | • Ethnic origins (including gypsies and travellers)   | No     |          |
|    | • Nationality   | No     |          |
|    | • Gender  | No     |          |
|    | • Culture   | No     |          |
|    | • Religion or belief  | No     |          |
|    | • Sexual orientation including lesbian, gay and bisexual people   | No     |          |
|    | • Age   | No     |          |
|    | • Disability – learning disabilities, physical disability, sensory impairment and mental health problems          | No     |          |
| 2. | <b>Is there any evidence that some groups are affected differently?</b>   | No     |          |
| 3. | <b>If you have identified potential discrimination, are there any exceptions valid, legal and/or justifiable?</b> | No     |          |
| 4. | <b>Is the impact of the policy/guidance likely to be negative?</b>  | No     |          |
| 5. | <b>Is so can the impact be avoided?</b>   | NA     |          |
| 6. | <b>What alternative are there to achieving the policy/guidance without impact?</b>                                | NA     |          |
| 7. | <b>Can we reduce the impact by taking different action?</b>   | No     |          |

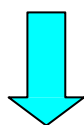
This section highlights good practice in the application process for organising work experience placements. Items marked with an asterisk\* are considered mandatory.

### **The application process**

#### **1. Enquiry from a school, college or individual applicant received by the Practice Learning Support Co-ordinator**

Send:

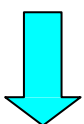
- Response letter
- Application form



#### **2. Application form returned to the Practice Learning Support Co-ordinator**

Check:

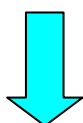
- Application acceptable
- Discuss with the placement area if the experience requested is suitable for the applicant?
- Identify if a suitable work experience opportunity exists
- risk assessment for relevant department(s) in place/in date, if not initiate
- Request checks in line with NHS employment check standards\*.



#### **3. Confirmation**

The Practice Learning Support Co-ordinator will send:

- two Letters of Access\* to the individual, 1 Letter of Access to the placement area, 1 Letter of Access to Human Resources and 1 Letter of Access to file
- Confidentiality policy\*
- Staff Appearance and Standards Policy
- Information Governance Framework Policy
- risk assessment and health and safety advice where necessary
- DBS check where required\*

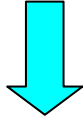


#### **4. The work experience programme**



Work experience programmes range from taster session of a few hours to an extended voluntary placement. However, all or some of these elements should be in place:

- Face-to-face identity checks\*
- Local orientation
- Student feedback
- Report to school/college



## **5. Follow up by Practice Learning Support Co-ordinator**

- Evaluation reports by students and staff reviewed

Adapted from Enabling work experience in the NHS, NHS Careers

# WORK EXPERIENCE APPLICATION FORM

**Personal Information**

(Please complete in block capitals)

Forename: ..... Surname: .....

Over 16 years of age:    Yes ☐    No ☐

Home Address: .....  
.....  
..... Postcode: .....

Telephone Number (Home): .....

Telephone Number (School/College) if applicable: .....

School or College currently attending if applicable: .....

Contact Teacher: .....

Details of course of study: .....  
.....  
.....

GCSEs (including grades) and other qualifications already obtained:

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Have you applied for a relevant university programme? Yes ☐ No ☐

If so, please give details of course title  
.....  
.....

Have you been offered an interview for this University programme? Yes ☐ No ☐

What do you want to achieve from this placement: .....  
.....  
.....  
.....

Placement Request Details

Date placement required: From: ..... To: .....

Area required: .....

How will this placement help you with your studies and what do you want to achieve/experience on this placement? **(This section must be completed).**  
.....  
.....  
.....  
.....

**Reference**

Individuals are required to supply a reference supporting your application from either a teacher (if at school), employer or a professional person.

Personality

.....

.....

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Behaviour

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Appearance

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.....

Would you recommend this individual to undertake work experience applied for?

.....

.....

.....

Signed: .....                      Print Name: .....

Position: .....

## Agreement - The Student

I, the undersigned, have read Chesterfield Royal Hospital NHS Foundation Trust's Developing Health Service Career Policy and understand that in the course of my placement with the Trust, I may come into contact with, or have access to, confidential information relating to the Health Service and in particular information regarding individual patients or members of staff.

I understand that misuse of this information, especially of its disclosure to people or agencies not authorised to receive it, would constitute a serious contravention of the above-mentioned policy and could be grounds for removal from this placement. I also understand that the use and security of personal information (stored on computer) is subject to the provision of the Data Protection Act and that unauthorised disclosure of personal information is an offence under the Act.

I agree to participate in accordance to the above mentioned agreement.

**Signed:** ..... **Date:** .....

## Agreement – Parent / Guardian (If student is aged under 18)

I, the undersigned, have read Chesterfield Royal Hospital NHS Foundation Trust's Developing Health Service Career Policy and agree to my son / daughter / Ward undertaking this placement.

**Signed:** ..... **Date:** .....

## Previous Convictions

This placement is exempt from the Rehabilitation of Offenders Act 1974 because it involves access to patients. This means that you must provide details of any previous criminal convictions. This information will be kept in confidence and will be discussed at informal interview, only if the conviction is considered relevant to the placement.

Have you any criminal convictions? ☐ Yes ☐ No

If 'YES', please state the nature of the conviction with the date on a separate sheet of paper

## Declaration

I declare that the information I have provided above is correct and complete.

**Signed:** ..... **Date:** .....

**Thank you for completing this application form. Please return it with the completed health declaration form to:**

**Practice Learning Support Co-Ordinator  
Education Centre  
Chesterfield Royal Hospital NHS Foundation Trust  
Education Centre  
Calow  
CHESTERFIELD  
S44 5BL**

### Health Declaration Form (PE1)

Please complete and sign the below and return via email to [CRHFT.humanresources@nhs.net](mailto:CRHFT.humanresources@nhs.net)  
 If you cannot sign and scan in this document, we will accept the form from an e-mail account that has your name in the address i.e. [joe.bloggs@hotmail.com](mailto:joe.bloggs@hotmail.com)

### CANDIDATE TO COMPLETE:

| Appointing Manager TO COMPLETE: |                                     |   |                     |
|---------------------------------|-------------------------------------|---|---------------------|
| <b>EPP POST:</b>                | <b>No</b>                           | <b>Patient Contact / Food handling:</b> | <b>No</b>           |
| <b>Directorate/Division</b>     | <b>W.O.D.</b>                       | <b>Department:</b>                      | <b>Education</b>    |
| <b>Job Title:</b>               | <b>Work Experience</b>              | <b>Reference:</b>                       | <b>Michelle Day</b> |
| <b>Appointing Officer:</b>      | <b>Centre for Practice Learning</b> |   |                     |

A satisfactory health assessment is required before appointment to any role within the organisation. The organisation must ensure, as far as possible, that employees are fit to undertake the tasks required of them and must protect the health and safety of employees at work, so far as is reasonably practicable.

In order to ensure compliance with pre-employment checks required within the NHS, current disability legislation and to ensure the organisation provides the support required to employees, you should complete and return this form prior to commencing your employment. The information on the form will be shared with the Recruiting Manager. You should read this document carefully before attempting to answer **accurately** and **in full**.

|   |   | Please tick | YES | NO |
|---|---|-------------|-----|----|
| 1 | I am aware that I have a health condition or disability that might impair my ability to undertake effectively the duties of the position that I have been offered |             |     |    |
| 2 | I have a health condition or disability that might affect my work and may require special adjustments to my work or my place of work.                             |             |     |    |
| 3 | Have you lived in the UK for less than 1 year or returning from a prolonged stay abroad of over 3 months?<br><b>If yes please state where here:</b>               |             |     |    |

*If you have ticked **Yes** to any of the above questions you will be contacted by the Occupational Health Service using the contact details provided.*

|  |                     |                          |                          |  |
|--|---------------------|--------------------------|--------------------------|--|
| <b>Title:</b>  |                     | <b>Surname:</b>          |                          |  |
| <b>First Name:</b>   | <b>Middle Name:</b> |                          |                          |  |
| <b>Previous Name(s)</b>  |                     |                          |                          |  |
| <b>Date of Birth:</b>  |                     | <b>Contact Phone No:</b> |                          |  |
| <b>Address:</b>  |                     |                          | <b>Post Code:</b>        |  |
| Have you previously worked for this Trust? YES/NO<br>Have you previously worked within the NHS? YES/NO      If yes please state where here:  |                     |                          |                          |  |
| I declare that the answers to the above questions are true and complete to the best of my knowledge and belief. I understand that it is my responsibility to inform the OH department if I have or develop any infectious medical condition (including blood borne viruses e.g. HIV, hepatitis B & C) that might put patients or other staff at risk. You are advised that <b>failure</b> to disclose relevant health details about yourself could result in a formal process at a later date. |                     |                          |                          |  |
| <b>Signature:</b>  |                     |                          | <b>Date:</b>             |  |
| <b>Email address:</b><br>(please print clearly)  |                     |                          | <b>Contact Phone No:</b> |  |





Calow  
Chesterfield  
S44 5BL

Tel: 01246 277271  
Minicom: 01246 512611  
[www.chesterfieldroyal.nhs.uk](http://www.chesterfieldroyal.nhs.uk)

**Chief Executive's Office  
Communications**

Telephone: 01246 513193

Fax: 01246 512737

E-mail: [sarah.turner-saint@nhs.net](mailto:sarah.turner-saint@nhs.net)

SAMPLE NOT FOR USE

DATE

**Personal and in strict confidence**

NAME  
ADDRESS

Dear NAME

**Letter of access to Chesterfield Royal Hospital NHS Foundation Trust**

I write to confirm that Chesterfield Royal Hospital NHS Foundation Trust will provide you with access to the Trust to be involved in the (complete name of project) under the supervision of (name of senior line manager and directorate). This right of access will commence on (insert date) and will continue on an ad hoc basis for a maximum period of two years, ending on (insert date). This authorisation is provisional and is subject to the satisfactory completion of any necessary pre-engagement checks.

You will be aware that this letter of access only provides you with authority to support (name of senior line manager) on the basis agreed prior to your commencement. (Name of senior line manager) will ensure that all patients give explicit consent for you to be present during any clinical activity.

You are considered to be an authorised visitor to Chesterfield Royal Hospital NHS Foundation Trust. You are not entitled to any form of payment from the Trust and this letter does not give rise to any other relationship between you and Chesterfield Royal Hospital. Specifically, it does not confer upon you the status of agent, servant, contractor or employee of the Trust.

You must act in accordance with the Trust's policies and procedures which are available upon request. In particular you must observe the Trust's confidentiality policy (copy attached). You must not under any circumstances pass to any unauthorised person or persons any information relating to patients, individuals and staff records. Chesterfield Royal Hospital NHS Foundation Trust will not indemnify you

# SAMPLE NOT FOR USE

against any liability incurred as a result of any breach of confidentiality or breach of the Data Protection Act 1998.

You are also required to co-operate with the Trust in discharging its duties under the Health and Safety at Work Act 1974 and to take reasonable care for the health and safety of yourself and others whilst on the Trust's premises.

Chesterfield Royal Hospital NHS Foundation Trust will not accept any responsibility in respect of theft, loss of or damage to your personal property.

You should ensure that any identity card, email account or keys you may be issued with are returned to (name of senior line manager) upon termination of this arrangement. Please ensure that whilst on the premises you wear your ID badge at all times to prove your identity if challenged.

The Trust may terminate your access at any time and without notice if you are in breach of any of the terms described in this letter, or if you commit any act that we reasonably consider to amount to serious misconduct.

If your circumstances change in relation to your health, criminal record, professional registration or any other aspect that may impact on your sustainability to attend, you must inform (name of senior line manager) immediately.

Please sign a copy of this letter and return it to (name of senior line manager) before your first day of attendance to confirm that you have read and understood the above conditions.

On your first day under this arrangement please can you provide (name of senior line manager) with original documentation to verify your identity. Acceptable documentation is as follows:

- Two forms of photographic personal identification (i.e. passport and photo driving licence, including paper counterpart) and one document confirming your address (i.e. bank statement, utility bill); or
- One form of photographic personal identification and two documents confirming your address

If you have any queries or any questions regarding what documentation is acceptable, please do not hesitate to contact Michelle Day, Education Centre on 01246 513738.

Yours sincerely

**Name of General Manager or Clinical Director**  
**TITLE**

cc Name of senior line manager and directorate  
Head of Human Resources  
Encs.

----- SAMPLE NOT FOR USE -----

SAMPLE NOT FOR USE

I can confirm that I accept the conditions of this letter of access.

Signed: .....

Date: .....

-----

Applicants who are under the age of 18 must have a parent/guardian complete the following:

I can confirm that I accept the conditions of this letter of access on behalf of

..... (Name of applicant)

Signed: .....

Date: .....

SAMPLE NOT FOR USE



## Appendix 6

### **Trust Proud to CARE Values and Behaviours**

Linked to the NHS constitution, Proud to CARE describes the behaviours the Trust expects from every employee. Work experience participants will demonstrate a commitment to the values and behaviours described below through their day to day practices with colleagues, patients and carers.

At Chesterfield Royal our Proud to CARE ethos is at the heart of how we run the hospital – looking after our patients and taking care of our staff:

#### **Compassion**

- Compassionate care delivered with professionalism and a positive, friendly attitude
- Care that preserves dignity and respects the person; putting patients at the heart of all we do
- Respecting the unique and individual contribution that each of our staff members make – fair, positive and inclusive, recognising diversity and using it to enrich our organisation

#### **Achievement**

- Excellent care, safe services and a positive experience every time
- Exceeding expectations by delivering first-class performance, bettering national standards through innovation and ingenuity

#### **Relationships**

- An open and honest relationship with our patients, staff, partners and our communities
- Working in partnership in the interests of our patients
- Acting in a socially responsible way and meeting our commitments to the local community.

#### **Environment**

- Providing a hospital environment that is modern, clean and safe – conducive to care and recovery; and a good place to work.

## **What will success look like?**

When we succeed we will have a hospital that is:

- Providing a sustainable range of complementary, clinically appropriate services;
- Accepted as a provider of high-quality care – in terms of clinical outcomes, patient experience and safety;
- Recognised as a valued and engaged partner, delivering integrated and innovative services in collaboration with others;
- Seen as one of the best health employers around by its staff and by others; and is financially robust – with clear ambitions and confident of a secure future.