

Central and North West London NHS Foundation Trust

The CNWL Way: Our Staff Charter



This is CNWL's Staff Charter; it's an important document as it sets out our vision, values and commitments to each other; values that CNWL as a service provider and an employer, promises to uphold.

It's also a code of behaviours for all staff, which alongside professional codes of conduct, mean staff can truly live these values with our patients, carers and colleagues. All together they make up the fabric of our culture.

At the most basic level everyone – patients, carers, and staff – can expect CNWL to be:

- **Honest**

We are always truthful and transparent

- **Competent**

In all its services to patients and staff

- **Inclusive**

We value and celebrate diversity and how this enhances the culture of our organisation

- **Reliable**

We do what we say we will.

- **Responsive**

We listen and respond to local, national and global priorities and act to reduce the impact of these on the health and wellbeing of our patients and staff

Everyone and every organisation makes errors and mistakes. The worst thing that can be done is not to acknowledge them. In return for being open about mistakes and errors, we learn from them. That way we all grow as professionals; in a spirit of candour and balance. This is never easy, and we must have the courage and support to make it happen. The Charter is to show that support.

This approach includes:

- Courageously challenging conversations, voicing concerns in a non-judgemental way and using the principles of compassion – including self-compassion – and accountability in all aspects of our work.
- Incorporating the ideas and principles from the National and Local People Plans to explore new and more effective ways we can work together.

This Charter is not just words. As set out in our People Plan, we will be measuring staff experience each quarter – so we can track our progress. We will also ask for your feedback about it: how well we are living our values, providing examples of excellence we can share, and where we need to learn further or make changes for these values to thrive.

Please use this Charter to uphold the promises made and to 'call out' behaviours that don't match them.

CNWL is a great place to work and I feel privileged to be part of it and to lead it. CNWL is not about the buildings we inhabit but the spirit of the people working in them. CNWL People and the CNWL way; that's what this Charter is about.

Claire Murdoch
Chief Executive



Our Vision

What we are working towards

Wellbeing for life

To work in partnership with local people to improve their health and wellbeing. Together we look at ways of improving an individual's quality of life, through high quality healthcare and personal support.

Delivering this

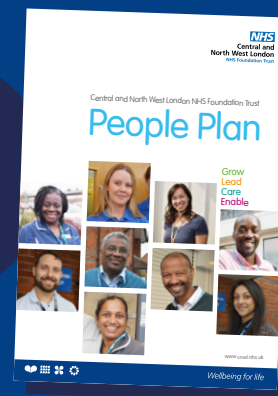
Means all of us committing to all the behaviours in this Charter and role-modelling these values in our lives.

Our People

Our People Plan supports our commitment in living this Charter in our work with patients and families and between each other. Living these values will feel like:

- ✓ I can cope with the day to day demands of my role and my safety, health and wellbeing are supported
- ✓ I have compassionate and supportive leaders and managers, who give clear direction
- ✓ I am part of a diverse workforce that has a mix of professions, roles and volunteers
- ✓ I am part of an empowered and accountable team
- ✓ I am clear about my role and my contribution is valued
- ✓ I am included and my culture and uniqueness is embraced as an asset
- ✓ I am motivated, engaged, enthused and excited about what I am doing
- ✓ I feel confident to adapt to new ways of working and use of new technology
- ✓ I feel included, listened to, respected and appreciated for what I do for patients and their carers
- ✓ I find it easy to get support when I need it
- ✓ I can take the lead in finding solutions to problems
- ✓ I am supported to acknowledge and learn from mistakes
- ✓ I have opportunities to develop, progress and work across teams and organisations
- ✓ I am treated fairly and there is equal opportunity
- ✓ I am connected with the communities with which I work

Read the
full CNWL
People
Plan



Our Values

What we believe in



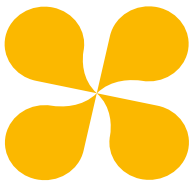
Compassion:

We recognise and respond to the suffering of others. This means we all contribute to a compassionate environment for everyone; what we say and do helps make the lives of others better.



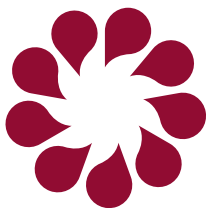
Respect:

We respect and value the diversity, rights, assets and limitations of others, to create a respectful and inclusive environment. This applies to our colleagues, partners, the individuals we care for and their families and friends.



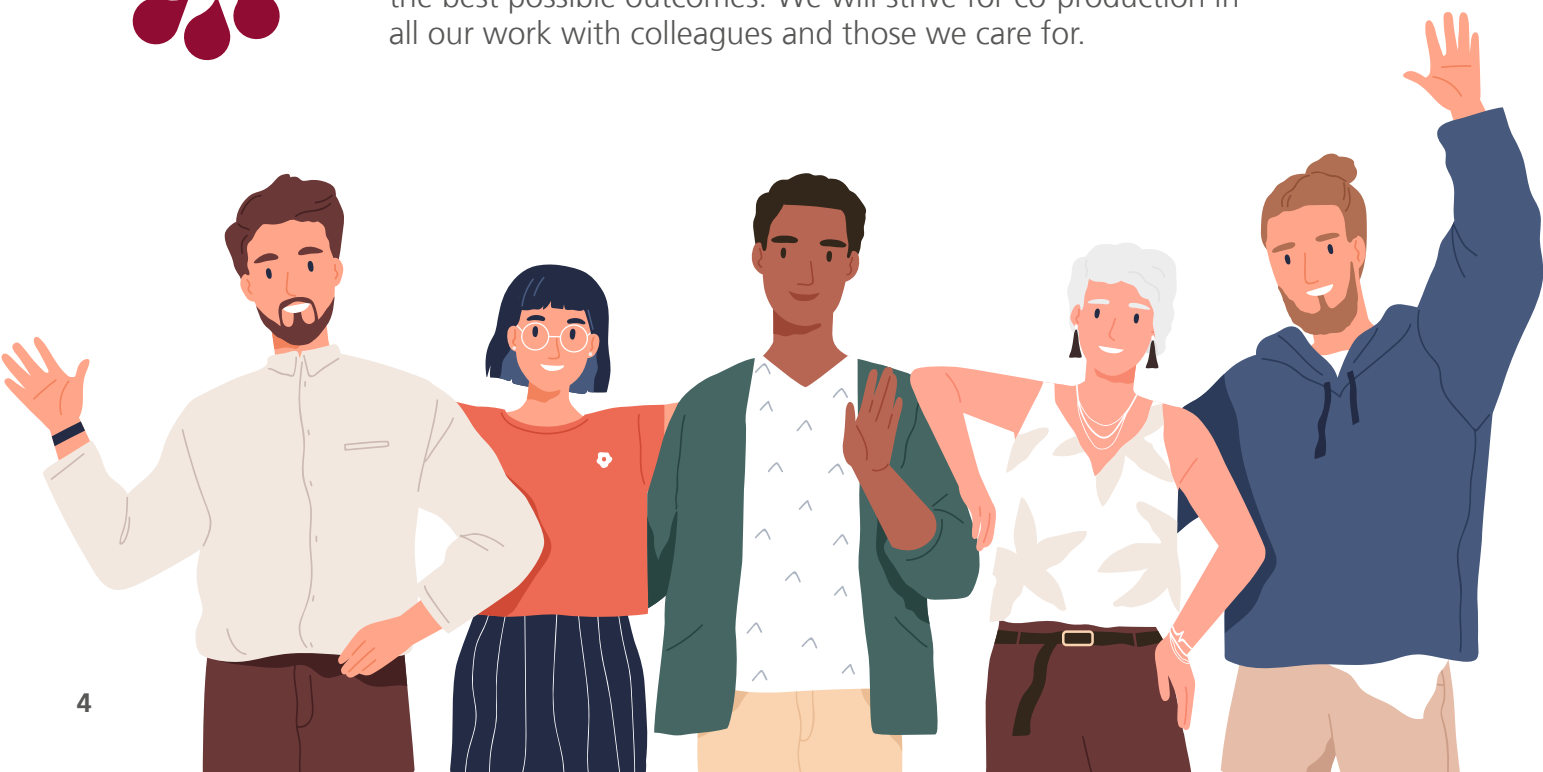
Empowerment:

We will involve, inform and empower those we care for and work with to take an active role in the management of their own lives and wellbeing. We will strive to offer appropriate direction and support, to enable others to develop and grow.



Partnership:

We will work closely with others, in line with our other values, to ensure that our combined efforts are focused on achieving the best possible outcomes. We will strive for co-production in all our work with colleagues and those we care for.



Our Values in everyday life

What does this look like?

Compassion



We always:

- Listen to and respond to the concerns, suffering, needs and wishes of those we care for and work with, including ourselves
- Consider and maintain curiosity for the thoughts and feelings of others
- Treat others with authenticity and warmth

We never:

- Follow procedures or processes that do not align with our Trust values
- Leap to a judgement about our own or others' thoughts and feelings
- Allow pressure to be an excuse for lacking compassion or warmth towards others

At our best we:

- Maintain the dignity and safety of all those we care for and work with
- Maintain joy, enthusiasm and hope within our work and share this with others
- Acknowledge our own and others' vulnerabilities and courage, and work towards creating an environment and culture which nurtures these

Respect



We always:

- Listen to other people and take time to understand their views before making decisions or taking action
- Ensure our communication is open, honest and transparent, particularly when communicating about painful or sensitive issues
- Apologise for errors or miscommunications and seek to rectify these errors where possible, knowing that errors are part of being human and that this can be painful to do at times

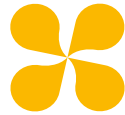
We never:

- Allow perceived status or conscious biases to impact on how we engage with and respond to others
- Ignore or overlook others, especially when we notice they may need help or support
- Stay silent when we notice behaviours in others which are discriminatory or disrespectful

At our best we:

- Explore and understand the unconscious biases we may hold and work towards overcoming forms of discrimination and inequality that these may cause
- Always seek, recognise and learn from others' strengths, differences, knowledge and qualities, especially the lived experience of those we care for and work with.
- Create an environment and culture where everyone feels welcomed, valued and respected, and where we are all able to learn and develop knowing that we will be treated with fairness and compassion.

Empowerment



We always:

- Hold in mind the importance of choice, and find ways to provide and communicate available choices to those we care for and work with
- Ensure that we share our expectations of ourselves and others with clarity and respect and are clear when we are unable to provide something or something is outside of our control
- Seek feedback and review our interactions, systems, processes and procedures to ensure they empower and benefit others rather than become a hindrance or a barrier in our care for and work with others

We never:

- Ignore issues or blame the system or others when we can take responsibility to improve or escalate an issue or concern
- Undermine, in thought or action, the people we care for and work with
- Act on assumptions about others based on appearance or limited information

At our best we:

- Ensure that our services are accessible, anti-racist, anti-discriminatory and promote equal opportunities for all those we care for and work with. This includes striving to understand the impact of the conscious and unconscious biases we may hold, being open to changing the way we deliver services, valuing and making space for courageous conversations, and updating the information we provide to meet the needs of our diverse staff and communities with clarity.
- Always encourage others by giving them praise and recognition for their efforts, courage, and achievements
- Always view and speak with others with clarity and kindness, especially when we are expressing concerns or sharing painful information

Partnership



We always:

- Collaborate with others to jointly agree outcomes and timeframes for partnership working. When this is not possible, or we are unable to meet these shared agreements, we take responsibility for our actions and apologise if necessary.
- Aim to recognise and be clear about our own limits and to seek support and advice to ensure we maintain the level of service and care we provide, acknowledging that this can sometimes feel difficult.
- Recognise the importance of someone's journey through our services and those provided by others, developing healthy relationships with our external and internal partners, which sometimes means challenging them or calling them to account

We never:

- Assume that we have all the answers without listening to and seeking feedback from those we care for and work with, especially those with relevant lived experience
- Overlook or ignore the importance of engaging with and understanding the qualities, experiences, limitations, and value of others, especially when considering changes to the services we provide for and with our partners and communities.
- Avoid or unnecessarily postpone difficult conversations, knowing that clarity and kindness are important parts of partnership working

At our best we:

- Continually share our knowledge and expertise with others and listen to, understand, and incorporate the knowledge and expertise that others share with us
- Always recognise and utilise the experience and value of the friends, families and communities we care for and work with
- Always consider the impact of our actions on those around us and never to do what feels easiest or engage in actions which go against our values or the values of our partners and those we care for and work with.

Our Staff Networks

CNWL has a rich diversity of staff, striving to provide excellent care to our patients. We are proud of our diversity which is reflected in our many Staff Networks.

They are:

- Lesbian Gay Bisexual Transgender (LGBT+)
- Carers
- Black Asian Minority Ethnic (BAME)
- Women
- Disabled Employees (DEN+)
- 50+
- Lived Experience of Mental Health Stigma Transformation (LEMHIST)

The importance and added value of Staff Networks to our organisational culture

Staff Networks support an inclusive culture, and make sure we model the behaviours in this charter.

They challenge and support us by:

- Providing a forum for members and allies to discuss issues and gain mutual support.
- Giving staff a voice, especially those who are seldom heard.
- Providing insight into the workplace experience of its members in a systematic way.
- Highlighting the effectiveness or impact of CNWL policies, and organisational changes
- Reminding us to celebrate the uniqueness of all our staff, so that everyone can feel valued and recognised for their contributions
- Providing opportunities for personal and professional development
- Empowering our staff to bring their whole selves to work.

Diversity is a valued reality of our organisation and the communities we work with. This diversity enhances and strengthens us and the services we provide. We strive to include everyone in all aspects of our work. We recognise that when the NHS workforce is representative (at every level) of its communities.

By not promoting inclusion we deprive ourselves of the benefits it brings, namely:

- Achieving excellence in healthcare
- Identifying the best talent
- Closing the gap on health inequalities
- Achieving the service changes needed to improve population health.

As a leading healthcare provider, we want all our staff to sign up to the principles of this charter, modelling inclusive behaviours in their everyday practice. We promote the function and activities of our staff networks and encourage all staff, as members or allies, to play a part in tackling inequalities for our staff and the communities we care for and work with.

For more information on staff networks, search 'Staff Networks' on Trustnet.



What you can expect from us

You will be involved

- We will involve you and your representatives in decisions that impact on you
- We will treat you fairly, equally and without discrimination
- We will listen to your suggestions for ways to deliver better and safer services to people who use our services and their families

A supportive working environment

- We will provide you with a safe and empowering working environment
- We will provide you flexible working opportunities in line with patient and service users' needs and with how you live your life

- We will strive to provide you with working conditions free from harassment, bullying and violence
- If you raise concerns, these will be received and acted on with compassion and respect

Access to professional development

- We will work with you to provide well designed and rewarding jobs that make a difference to people who use our services, their families and carers, and their communities
- We will provide line management support and coaching in order for you to succeed
- We will give you access to personal development and appropriate training for your job

What we expect from you

In your teams

- You will work collaboratively within and between teams; recognising the range of expertise and performance that exists – sometimes supporting others and sometimes being supported
- You will watch out for one another
- You will work for the overall benefit of the organisation; delivering to the greater good

In your job role

- You will look after the best interests of your patients and service users – voicing their concerns and helping them achieve their personal goals
- You will keep the highest standards of care and service, taking responsibility for the care you provide

- You will protect the confidentiality of any personal information that you hold
- You will behave in the workplace in a way that demonstrates our core values
- You will raise concerns with courage, compassion and respect

In your development

- You will take responsibility for your professional development planning and make the most of the opportunities provided
- You will make the most of your annual appraisal to review your progress and consider how you would like to develop further – both in your role and your overall professional development