

Workforce Development and Support Plan for our Research & Development Team

University Hospitals Plymouth is a large DGH in the South West of England. Our Trust Strategy recognises the importance of Clinical Research in providing better care for our population. We recognise that delivery of research is best achieved in an integrated and embedded way and that our dedicated research team play a large role in encouraging and facilitating this. Our people are our most valuable asset and we aim to demonstrate how we support them in this document.

Our Trust Strategy sets out the themes of how Research and valuing our people underpin everything we do:

“Through research we offer our patients access to the best treatments”. In 2018/19, we have recruited 4,800 patients into research trials. 98% said they’d recommend research to others.

The Strategy goes on to say:

“Our staff come to work to do the best job they can, to make a difference to those they care for or support those who do. We take the training, development and wellbeing of our staff seriously and have invested in a range of clinical, technical, & managerial skill development training courses. We have a Derriford Centre for Health and Wellbeing and teams throughout our organisation.....We want everyone to be part of a kind and compassionate culture; to feel safe; to receive recognition and appreciation. We want to ensure all of our staff have meaningful appraisals and personal development plans so they are supported to achieve their full potential”.

Our Trust Values

Put People First
Take Ownership
Respect Others
Be Positive
Listening, Learning and Improving

As a team we strive to be inclusive, respectful and fair.

Our offer to our team



Leading with excellence, caring with compassion



Induction

We offer all staff our own induction programme. The programme is set out over a period of weeks to allow for further reading and focusses on key areas that are important for our team to understand. Our induction programme is based on the UKCRF programme.

Competencies

We support our teams to meet their role requirements by using national and local competencies. Team members will be supported to meet these by regular meetings with their line manager and can evidence their achievement in a number of ways.

Manager's passport

We encourage all of our team to access appropriate modules of the Trust's manager's passport training. The Trust also runs a number of complimentary courses such as Human factors and quality improvement.

1to1

All members of our team should expect a 1to1 meeting with their line manager at least once a month. The meeting will cover any topics which the participants feel are key with an aim to support health and wellbeing, service improvement and to support objectives identified in appraisal.

Education and Training

National training programmes have increasingly moved to online resources over the past year and as a department we want to ensure that we are well placed to capitalise on this. This involves investing in our audio visual capabilities and ensuring staff have access to IT equipment. We also recognise the value of face to face communication in developing our team and have a large purpose built boardroom in our dedicated Research offices.

All of our team have access to a wide range of Trust training and education as well as offerings from the NIHR and local CRN. We do recognise that research can seem like a complex and impenetrable entity so we are investing in a team to deliver local and bespoke training to serve the needs of our team.

Appraisal

In line with our Trust policies, each member of our team will receive an annual appraisal. This is primarily to support personal development and identify area where individuals may need support to meet workplace goals.

Coaching

Institute of Leadership and Management published a paper in 2011 which cites the "Broad consensus on the benefits of coaching: The benefits that are obtained are well recognised and varied. 95% of respondents saw direct benefits to the organisation, and 96% saw benefits to the individual. A broad range of specific benefits were identified including improvements in communication and interpersonal skills, leadership and management,





conflict resolution, personal confidence, attitudes and motivation, management performance as well as preparation for a new role or promotion”.

We offer our team access to a designated coaching team and encourage everyone to take up this option. At the time of writing, approximately 25% of the team are receiving regular coaching from band 2 to 8.

External modules and courses

As part of a large Trust we have access to individual apprentice funding for many members of our team. We try to support individuals to access education and training which will improve their skills and knowledge to deliver their role. We have had a focus on leadership support over the past few years where a number of the team have been supported to access courses both with financial support for access and time given for their taught sessions. We prioritise our support based on the factors below:

Is the course directly beneficial to supporting the individual to deliver their current role?

Would that specific course support them in career progression within the department?

What departmental impact would that course have?

Is that developmental need identified in the yearly appraisal?

We strive to maintain equitable access to external training and development across the department.

