



# People, Culture and Engagement strategy 2023 to 2026



# Foreword



Since the establishment of Manx Care in April 2021, improving the culture of the organisation has been one of our key priorities. Manx Care’s **People, Culture and Engagement Strategy** outlines our continued commitment and intent with regard to the culture we wish to create for our people.

The implementation of our strategy is underpinned by the operational HR framework, policies and procedures and Organisational Design (OD) activities which are critical in ensuring the organisation functions consistently in the way that it we want it to, supports our operational delivery, and is resilient enough to meet the long-term health and social care needs of the Island’s population to achieve our vision of becoming the best small-Island health and care system in the world.

Whilst we have made good progress in developing our organisational culture in the last two years, it is clear that there is still a lot of work left to achieve, and we do not underestimate this. This will require our collective focus and efforts. Our **People Culture and Engagement Strategy** identifies our priorities for the next 3 years within Manx Care. In October 2023 Manx Care will conduct its first organisation wide comprehensive survey which will be repeated annually. This will create a clearer baseline from which our strategy will be refreshed next year.

We will also ensure that our People Culture and Engagement activities align with the ambitions and deliverables of the Isle of Man government ‘**Our Public Services**’ programme. We will continue to play an active role in this important programme to share best practice and align activities where appropriate, as well as sharing relevant Government-wide opportunities that our colleagues can avail of and raising awareness of existing Government services that are available to support them.

We are confident that by working in partnership with our staff colleagues and our Staff Side representatives, we will continue to see real progress and lots of small, incremental steps which will add up to a big difference over the long term.

*Sarah Pinch*  
*Interim Chair*

*Teresa Cope*  
*CEO*



# Our culture – what have we done to date.

During Manx Care's first two years of operation, a significant amount of work has been undertaken with respect of culture development and driving organisational change, particularly with regard to organisational design and development. It's important not to underestimate the progress that has been made to date, resulting in a solid foundation from which to build between 2023 to 2026.

Some of those achievements include:

## Improving Communication:

- Launched an intranet site to aid communication and Information sharing across the organisation.
- Established the Manx Care Communications function to support the development of internal and external communication, event management, brand development and other associated activities
- Holding our Board meetings in Public and holding an Annual Public Meeting to promote transparency and accountability with all our stakeholders
- Fortnightly CEO led 'Let Connect' session.

## Hearing the voice of our colleagues:

- Recruiting and embedding a network of Change Coaches across the organisation to support change at all level.
- Established 'Innovate', our Staff Suggestion scheme
- Introducing mechanisms to support ongoing listening and learning, including Executive Visibility and Executive Listening programmes
- Inviting our colleagues to tell their 'Staff Stories' at the People Committee
- Providing dedicated and bespoke Cultural support to a number of operational team to support their cultural Improvement journey
- Undertaking staff surveys
- Establishing a Partnership Working Forum between the Executive Leadership Team and Staff Side union representatives

## Promoting Recruitment and Retention

- Creating an international recruitment programme for nurses to address some of our clinical workforce shortages
- Establishing on-Island training opportunities for colleagues including the Manx Care Leadership in Practice Academy, the Ambulance Emergency Care Assistant programme and the Preceptorship programme
- Expanding the number of On Island training places for student nurse training and increasing the training bursary

## Living Our Care Values

- Refreshing the organisation's Care Values and providing training for all leaders in our new CARE values
- CEO led Induction for all new staff which focuses on the Care Values
- Introducing a non-monetary reward and recognition programme
- Celebrating the success and achievements of our teams with an Annual Awards events
- Commenced Implementation of CARE Team Charters
- Commenced Implementation of CARE Personal Development Plans



# *Our corporate Vision, Mission and Strategic Priorities*

**Vision:** *To become the best small-Island health and care system in the world*

**Mission:** *To meet the health and social care needs of the population efficiently and effectively, in line with professional standards*

## **Our Strategic priorities**

1. Improving patient safety and quality
2. Creating a positive working culture
3. Improving our financial health, our productivity and efficiency
4. Promoting integration across health and social care services and strengthening strategic partnerships.

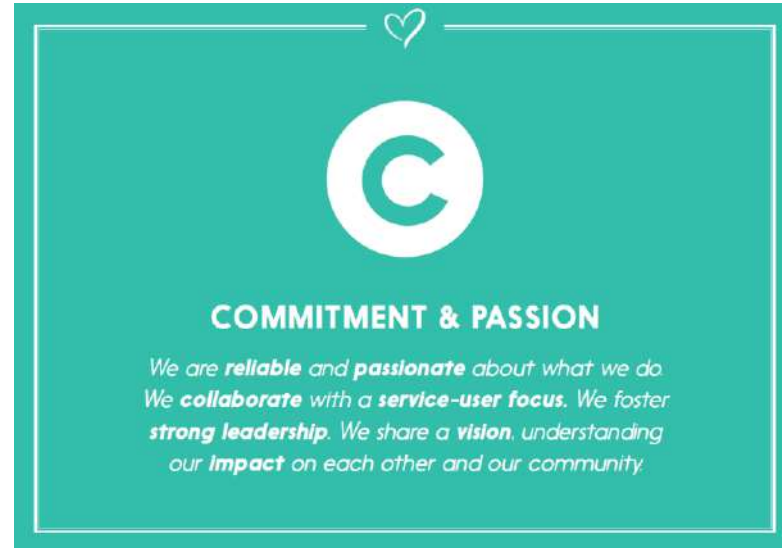


# Our Care Values

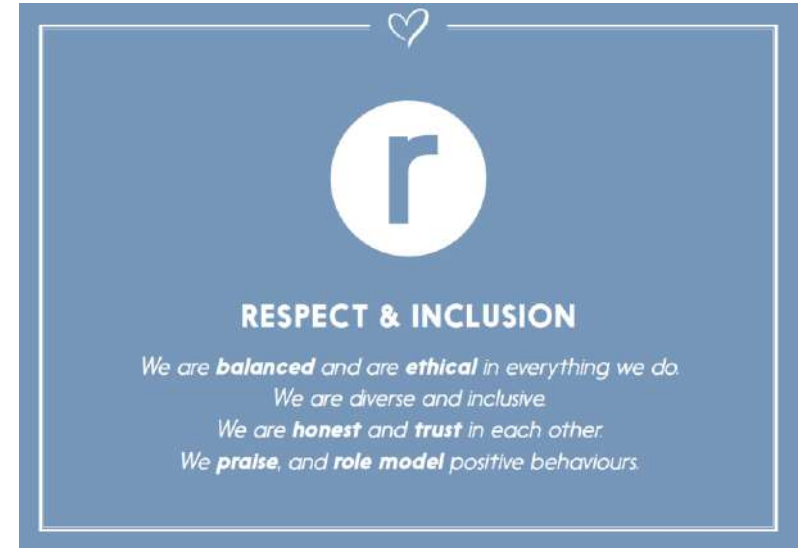
In July 2022, we launched our refreshed our Care Values, a set of qualities and behaviours that underpin our organisation, and provide a clear expectation of how we should all conduct ourselves at work.

We did this by asking our workforce to review whether the existing Care Values that were developed prior to Manx Care being established remained fit for purpose, or if we could change anything to make these more reflective of the organisation we wish to become.

This is what our colleagues came up with. Our redefined Care Values provide the guiding architecture for Manx Care and this Strategy will continue to shape and define our organisation, the decision we make and the way in which conduct ourselves



A teal-colored card with a white heart icon at the top center. Below the heart is a white circle containing a teal letter 'C'. The text below the circle reads: **COMMITMENT & PASSION**  
*We are **reliable** and **passionate** about what we do. We **collaborate** with a **service-user focus**. We foster **strong leadership**. We share a **vision**, understanding our **impact** on each other and our community.*



A blue-colored card with a white heart icon at the top center. Below the heart is a white circle containing a blue letter 'r'. The text below the circle reads: **RESPECT & INCLUSION**  
*We are **balanced** and are **ethical** in everything we do. We are **diverse** and **inclusive**. We are **honest** and **trust** in each other. We **praise**, and **role model** positive behaviours.*



An orange-colored card with a white heart icon at the top center. Below the heart is a white circle containing an orange letter 'a' with a white heart inside it. The text below the circle reads: **ACCOUNTABILITY & REFLECTION**  
*We take **ownership** and responsibility for our actions. We act with **candour**, make the best **judgements** and have the **courage** to speak up when something isn't right. We **communicate** and **reflect**, acting on **feedback** to improve.*



A purple-colored card with a white heart icon at the top center. Below the heart is a white circle containing a purple letter 'e'. The text below the circle reads: **EXCELLENCE & INNOVATION**  
*We are **resilient**. We are **proactive** and **flexible** to changing demands. We are **creative** and have the **drive** to succeed. We **inspire** others and **aspire** to provide the best quality care and service.*

# *Our People and Culture and Engagement Vision and Strategic Ambitions*

**Our Vision:** *To build an engaged, inclusive and empowered workforce that feels valued and lives our CARE Values*

## **Our 5 Strategic People and Culture Ambitions**

1. To be an organisation where colleagues feel valued, respected and empowered and which promotes compassionate, visible, distributed and clinically led leadership.
2. Build and develop our approach to Equality Diversity and Inclusion in all that we do.
3. Develop our plans around recruitment and retention to ensure we attract the best talent to our organisation and retain our skilled and dedicated workforce.
4. Build and develop our workforce plans and associated skills development plans to ensure the workforce has, and continues to develop the skills to continuously improve and progress in their careers and enables Manx Care to transform our services and provide the highest quality of care to our patients, service users and their families.
5. Enhance the health and wellbeing of our colleagues through a range of plans focused around improving emotional and physical wellbeing.





# Ambition 1: To be an organisation where colleagues feel valued and respected and empowered and which promotes compassionate, visible, distributed and clinically led leadership

Baseline: Whilst we have come a long way in this regard, introducing a number of successful mechanisms to recognise colleagues and developing positive working relationships with Staff Side representatives, there remains a lot of work to do in this regard, particularly within certain areas of Manx Care.

| Activities to support achievement of ambitions   |  |  | Measures of success (Year One)   |
|--|--|--|--|
| Year One (2023/24)   | Year Two (2024/25)   | Year Three (2025/26)   |  |
| <ul style="list-style-type: none"> <li>Continue to work with Staff Side to develop our partnership working and underpinning agreements. Have clear agreed programmes of work and metrics to measure delivery and impact</li> <li>Periodically review pay scales for Island-based roles with equivalent UK roles to ensure transparency over monetary reward and remuneration rates</li> <li>Utilise Communications Champions, Change Coaches and EDI Champions to promote non-monetary reward and recognition schemes</li> <li>Formalise the Manx Care long service and retirement policy; drive engagement with long-service and retirement celebrations to ensure colleague dedication is recognised.</li> <li>Introduce a Recognition Wall ‘thank you’ mechanism via the new Manx Care intranet</li> <li>Continue to deliver professional networking and learning events including Grand Rounds and Schwartz Rounds</li> <li>Full roll out of our Care Values training for Leaders</li> <li>Full roll out and Implementation of our CARE Personal Development Plans</li> <li>Work in conjunction with our clinical colleagues to develop plans as to how we become a more clinically lead organisation</li> </ul> | <ul style="list-style-type: none"> <li>Introduce ‘More About Me’* sessions to promote effective networking, build relationships between senior leaders and the workforce, and enhance visibility of career development opportunities: <ul style="list-style-type: none"> <li>Development of a targeted programme of events for those deemed as talent</li> <li>Open to all colleagues</li> </ul> </li> <li>Expand professions colleague recognition events and national days to celebrate the range of professions within Manx Care</li> <li>Look at how we can develop our working environment to create dynamic and collaborative working spaces across key areas of our estate</li> <li>Explore the development of a flexible and dynamic working policy for colleagues (and support the adoption of this)</li> <li>Look at opportunities to invest in our colleagues’ working environments, including grant eligibility</li> <li>Implement revised Clinical Leadership and Care Group Model for Manx Care</li> </ul> | <ul style="list-style-type: none"> <li>Empower colleagues through improved use of, and education about, technology (both practical tools for the job and broader system/software support)</li> <li>Others to be confirmed</li> </ul> | <ul style="list-style-type: none"> <li>Published schedule work programme for all our staff side Partnership Boards</li> <li>Published schedule of long service awards and recognition events.</li> <li>Schedule of professional recognition events for 24/25</li> <li>Agreed approach to clinical leadership approved by Manx Care Board</li> <li>Increased uptake and completion of Care Values Training for leaders</li> <li>Increased involvement and attendance at Schwartz rounds with a wider range of professionals involved</li> <li>Audit and increased roll out of the Care values PDP</li> <li>Agreed plan for increasing clinical leadership at all levels of the organisation agreed through organisations governance routes</li> </ul> |

# Ambition 2: Build and develop our approach to Equality Diversity and Inclusion (EDI) in all that we do

Baseline: A baseline assessment should be conducted in order to agree clear priorities for Manx Care with regard to EDI, allowing us to form an EDI charter and clear short, medium and long-term ambitions.

| Activities to support achievement of ambitions  |   |  | Measures of success (Year One)   |
|---|---|--|--|
| Year One (2023/24)  | Year Two (2024/25)  | Year Three (2025/26)   |  |
| <ul style="list-style-type: none"> <li>Appoint formal EDI Champions, with a clear remit as to the scope of their role and level of responsibility</li> <li>Identify appropriate training for Managers and colleagues, including for EDI Champions</li> <li>Encourage colleagues to complete the sensitive information section on PiP</li> <li>Develop and introduce a Reverse Mentoring scheme (six-month pilot due to begin in Q1 2023/24)</li> <li>Create an environment where staff feel able to speak up and raise concerns, Implementation of Freedom to Speak Up programme</li> <li>Establish an LGBTQ and BMAE Network within Manx Care</li> </ul> | <ul style="list-style-type: none"> <li>Introduction of monthly reports and monitoring; monthly reporting to the Board on agreed metrics from April 2024 onwards</li> <li>Develop an EDI charter and strategy, aims and objectives, including a short, medium and long term vision</li> <li>Embed appropriate Networks to support EDI activity and the development of an EDI culture within the organisation</li> <li>Each Board Member of Manx Care will have specific ambitions relating to EDI.</li> <li>Implement an effective flexible working policy including advertising flexible working options on organisations’ recruitment campaigns.</li> <li>Create comprehensive on boarding programmes for all international recruits, drawing on best practice.</li> <li>Review disciplinary and employee relations processes. There should be assurances that all staff who enter into formal processes are treated with compassion, equity and fairness, irrespective of any protected characteristics.</li> </ul> | <ul style="list-style-type: none"> <li>Promoting equality for all, ensuring we operate within our Care Values</li> <li>Create and implement a talent management plan to improve the diversity of executive and senior leadership teams and evidence progress of implementation</li> <li>Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan.</li> <li>Review data by protected characteristic on bullying, harassment, discrimination and violence. Reduction targets must be set and plans implemented to improve staff experience year-on-year.</li> <li>Ensure safe and effective policies and processes are in place to support staff affected by domestic abuse and sexual violence (DASV). Support should be available for those who need it, and staff should know how to access it</li> </ul> | <ul style="list-style-type: none"> <li>Increased record of information on PiP</li> <li>Freedom to Speak Up Champions appointed with clear roles and responsibilities</li> <li>BAME Network established</li> <li>LGBTQ Network established</li> <li>EDI Strategy approved by the Board with an implementation plan from 24/25</li> <li>Review and evaluation of Reverse Mentoring Scheme</li> <li>Increased Board reporting and visibility on EDI – with Delivery and Impact metric.</li> </ul> |
| <ul style="list-style-type: none"> <li>Across all three years: Review current policies, procedures and data ensure these are fit for purpose</li> </ul>   |   |  |  |



## Ambition 3: Build and develop our plans around recruitment and retention to ensure we attract the best talent to our organisation and retain our skilled and dedicated workforce

Baseline: Manx Care continues to carry a 20% vacancy factor. There will be a significant emphasis on the development of recruitment, relocation and retention plans in Year One in order to capitalise on the success of the international recruitment programme to date and continue to address the significant workforce challenges that remain. Whilst we have come a long way in this regard, there remains much still to do.

| Activities to support achievement of ambitions  |   |   | Measures of success (Year One)   |
|---|---|---|--|
| Year One (2023/24)  | Year Two (2024/25)  | Year Three (2025/26)  |  |
| <ul style="list-style-type: none"> <li>Finalise and Implement and Retention and recruitment strategy to support future workforce need</li> <li>Establish and implement a standard recruitment and welcome experience for:               <ul style="list-style-type: none"> <li>Island-based new colleagues</li> <li>Those relocating to the Island</li> </ul> </li> <li>Ensure colleagues have a Personal Development Plan (PDP – or equivalent professional development plan aligned with their professional registration)</li> <li>Ensure job satisfaction and retention ('itchy feet') conversations take place in one-to-one or supervision sessions. Improve Exit interview framework.</li> <li>Support Managers in the implementation of the Values-based recruitment framework.</li> <li>Roll out of Care Values for leaders training</li> <li>Develop Manx Care's employer brand proposition, including a suite of branded recruitment collateral to support Recruitment and Retention</li> <li>Assign an appropriate Buddy for new colleagues</li> </ul> | <ul style="list-style-type: none"> <li>Develop comprehensive career pathway frameworks to ensure colleagues can identify and work towards their next career opportunity and understand the transferrable skills required</li> <li>Identify colleagues across the organisation who are deemed as 'talent' and ensure targeted development plans are in place to proactively support and retain them within Manx Care</li> <li>Look at opportunities for job swaps, secondments or other initiatives to support colleagues in identifying new inter-organisational challenges</li> <li>Redesign the work experience programme and proactive school visits to develop interest in health and care as a career opportunity with young people</li> </ul> | <ul style="list-style-type: none"> <li>To be confirmed</li> </ul> | <ul style="list-style-type: none"> <li>Ratified recruitment and retention strategy with agreed implementation plan</li> <li>Audit of Personal Development Plan roll out completed</li> <li>Completion of skills audit</li> <li>All new starters requesting a buddy are assigned one.</li> <li>Communication material to support Recruitment and Retention completed</li> </ul> |
| Years One and Two: Develop a formal exit interview framework for both inter-departmental transfers and colleagues exiting Manx Care, with clear reporting outcomes  |   |   |  |

**Ambition 4: Build and develop our workforce plan and associated skills development plan to ensure the workforce has, and continues to develop the skills to continuously improve and progress their careers and enables Manx Care to transform our services and provide the highest quality of care to our patients, service users and their families.**

Baseline: Developing the registered and non-registered workforce is crucial to the long-term success of Manx Care, allowing the organisation to maximise the skills of its people and support retention activity. Alongside

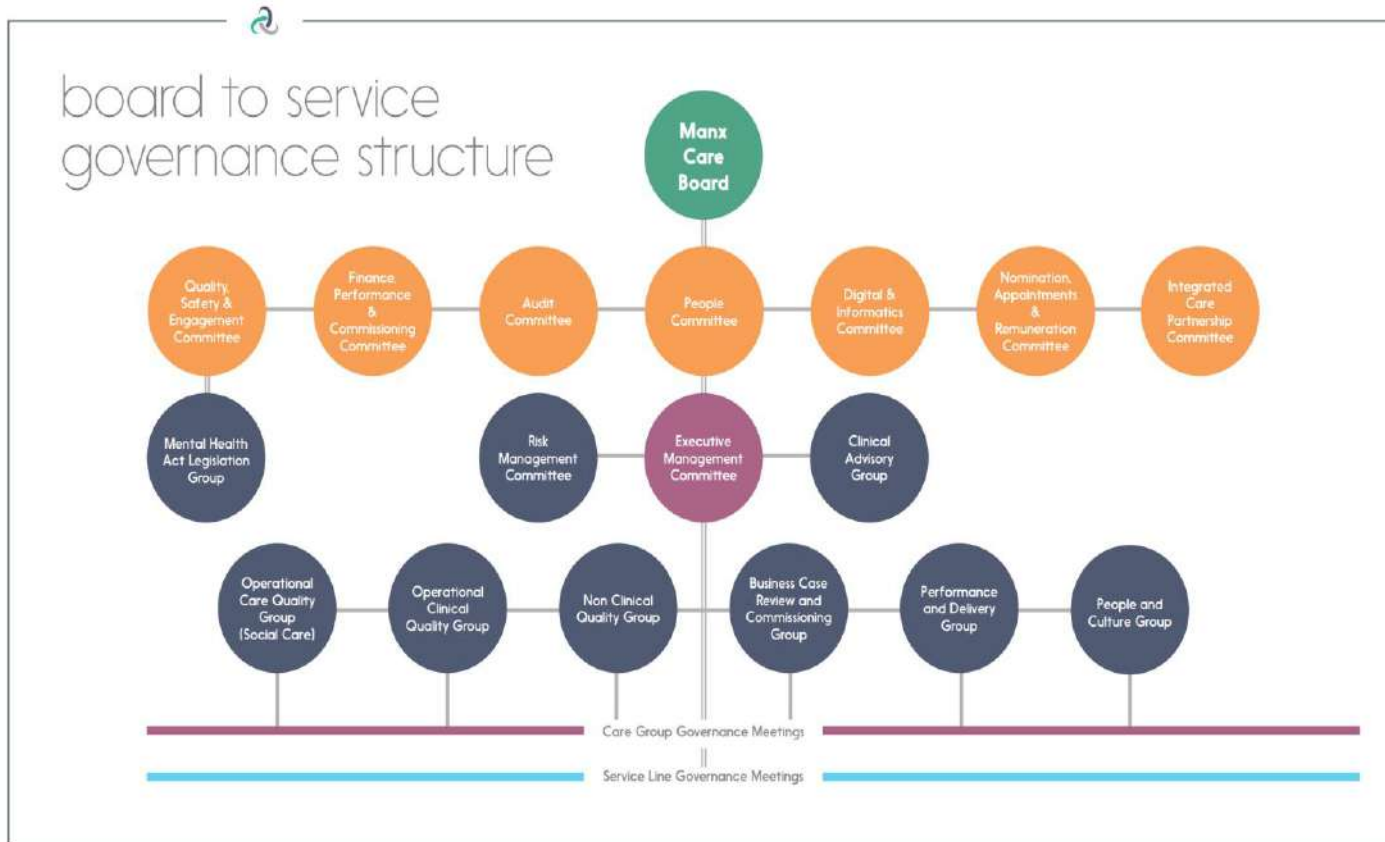
| Activities to support achievement of ambitions   |  |   | Measures of success (Year One)  |
|--|--|---|---|
| Year One (2023/24)   | Year Two (2024/25)   | Year Three (2025/26)  |   |
| <ul style="list-style-type: none"> <li>Continue to identify the future clinical delivery models for all Manx Care services and the skills required by the workforce to implement those new clinical models</li> <li>Strengthen the professional learning opportunities via Keyll Darree and enhance the range of off island training collaborations</li> <li>Map currently available career pathways, develop guidance on how colleagues can progress these (registered and non-registered)</li> <li>Introduce customer service training (MCALS) to promote a better culture of satisfaction for colleagues and service users</li> <li>Deliver the Manx Care Leadership in Practice (MCLiP) Academy programme (cohort two)</li> <li>Seek to deliver the Transformational Leadership programme to a new cohort</li> <li>Introduce a 'Toolbox Talks' series (skills-based training) aimed at supporting Managers to develop a standardised approach to processes including sickness absence management, performance management, coaching and developing, talent management, setting development/progression/stretch goals</li> </ul> | <ul style="list-style-type: none"> <li>Ensure succession plans are in place for leaders at Executive Leadership Team – 3 level, and any other cohorts as agreed (for example all ADONs and AHPs), with targeted development plans to support succession and progression</li> <li>Ensure all Executive members and Care Group Leads have formal deputies to support succession planning, followed by all Leaders having succession plans in place</li> <li>Look at opportunities to establish targeted development plans and career pathways to support progression, for example Band 5 to Band 6 transition, standardisation of Advanced Clinical Practitioners</li> <li>Develop and introduce a Mentoring scheme, including a Skills Champion network</li> <li>Develop a programme of 'More About Me' sessions designed to raise awareness of, and support, career development</li> </ul> | <ul style="list-style-type: none"> <li>To be confirmed</li> </ul> | <ul style="list-style-type: none"> <li>Completion of clinical delivery models for all surgical specialities</li> <li>Completion of the next cohort of the leadership programme</li> <li>Increased completion of customer service training</li> <li>Revised learning and development prospects for Keyll Darree</li> </ul> |
| <p>Across all years:</p> <ul style="list-style-type: none"> <li>Define a current baseline position and target future workforce model; conduct a skills audit, producing a skills gap analysis and a learning needs analysis</li> <li>Increase on-Island professional training and 'grow our own' opportunities and, where possible, Bursary support for these</li> <li>Identify skills gaps and career development opportunities to address this through production of a skills development programme aligned with future workplace and workforce requirements</li> </ul>  |  |   |   |

## Ambition 5: Enhance the health and wellbeing of our colleagues through a range of plans focused around improving emotional and physical wellbeing .

Baseline: Provision of wellbeing support is strong at a departmental or team level, but should be formalised at an organisational level given the importance Manx Care places on this.

| Activities to support achievement of ambitions  |  |   | Measures of success (Year One)  |
|---|--|---|---|
| Year One (2023/24)  | Year Two (2024/25)   | Year Three (2025/26)  |   |
| <ul style="list-style-type: none"> <li>Ensure staff are aware of the range of current services that exist for Government employees to access emotional support, for example the Staff Welfare Service</li> <li>Signpost colleagues to debt counselling and support services, such as that provided by the Office of Fair Trade (OFT) and the Salvation Army</li> <li>Ensure all new starters are assigned a Buddy to support them during their first six months at work, including those who have relocated who may require additional support in settling into Island life</li> <li>Seek to develop outdoor spaces for colleagues to enjoy across our estate, including the development of a memorial garden for late colleagues (with the support of the Manx Woodland Trust)</li> <li>Identify and train a network of colleagues to become Mental Health First Aiders</li> <li>Engage with the Experts by Experience group to see how colleagues can become involved in this network or the Recovery College, for example offering their time and expertise</li> <li>Work closely with Occupational Health function to expand the range of services that are offered to Manx Care staff</li> </ul> | <ul style="list-style-type: none"> <li>Introduce a wellbeing roadshow, in conjunction with private sector organisations</li> <li>Seek to install walking route-markers around the Noble's estate (and other appropriate areas around the Island) to support colleagues increasing their step count</li> <li>Engage with local businesses to create a network of locations offering a discount to Manx Care employees (employee benefits brochure)</li> <li>Look to work with students at University College Isle of Man to offer them the chance to gain practical training in skills like massage therapy by offering short wellbeing breaks to colleagues across various locations in exchange for a small fee or nominal donation to charity</li> <li>Look to develop a 'pop up' wellbeing programme including exercise classes and group walks (this could include families)</li> <li>Develop a Colleague Council who will play an instrumental role in the development and leadership of engagement and wellbeing activities across the organisation.</li> <li>Establish a Social Network to enhance recreational, networking and relocation support opportunities across the organisation</li> </ul> | <ul style="list-style-type: none"> <li>To be confirmed</li> </ul> | <ul style="list-style-type: none"> <li>Increased number of Mental Health First Aiders</li> <li>All new starters who wish to have a buddy are assigned one</li> <li>There is a reduction in the sickness absence rate</li> </ul> |

## How will we oversee and monitor achievement of People Culture and Engagement Strategy



This structure highlights the governance arrangements in place across Manx Care, with specific accountability for **People Culture and colleague engagement**.

The **People and Culture Group** will be responsible for the delivery of the strategy. Each ambition will have an Executive Sponsor and a People Culture and Engagement dashboard will be put in place to monitor delivery and impact.

The **People Committee** will receive updates on the delivery of the strategy and provide assurance reporting to the Manx Care Board.

Regular updates will also be provided via all staff side partnership Groups and via Executive Management Committee (EMC).



# Stakeholders in this strategy

There are a number of stakeholder groups who are critical to the success of Manx Care's People, Culture and Engagement strategy, and who will be accountable for the delivery of the activity that underpins this. These include, but are not limited to:

- Our people
- The Manx Care Board
- Office of Human Resources (shared service)
- Organisational Design and Development, including LEAD (shared service)
- Workforce and Culture function (Cabinet Office)
- Staff Side representatives and organisations
- Care Quality and Safety Governance team (Manx Care)
- Manx Care Communications
- Practice Development Team (Manx Care)
- Nurse Education facility, Keyll Darree (Manx Care)
- Medical Education facility, Keyll Darree (Manx Care)
- Manx Care Advice and Liaison Service
- Patient Experience Team (Manx Care)
- Department of Infrastructure – Estates Team
- The various charities which support individual Manx Care services and facilities, for example The League of Friends of Noble's Hospital

*We will engage with the various charities which support Manx Care's individual services and facilities, along with other appropriate organisations in the third sector and private sector, to seek provision of support for the activities outlined within this strategy.*

