Hello...
Welcome to this statement about CNWL and what we stand for.
Most people judge any organisation by the staff they meet – how they behave; professionally and compassionately; being helpful and interested only in the person in front of them at any one time.
Our challenge is to continually improve the quality of care we provide to patients and carers alike.
I think CNWL is a fantastic place to work and I feel privileged to be part of it. 2,600 staff (in the staff survey) put us amongst the very best of Trusts for staff engagement which includes
  • ability to contribute towards improvements at work
  • recommending the Trust as a place to work or receive treatment and
  • staff motivation to work.
This indicator will be our way of measuring overall progress and striding forward. However as with patient care, the pledges and behaviours in here will only count when every encounter – between staff – is in line with them.
CNWL holds to NHS Values and these behaviours are our way of making that visible to all staff, all patients and to all our partners. If CNWL is mentioned the picture generated in the minds of those people is very positive because values and behaviours come first. At the same time, we want to create an atmosphere where people enjoy their work and feel fulfilled.

This charter sets out our vision, values and objectives and our commitments to each other. Our values came from you (through The Conversation) and our behaviours were developed with some of you and consulted on with everyone and changes made.
CNWL is not about the buildings we inhabit but the spirit of the people working in them. Recognising that, this document is about our people living the spirit of the charter through our work.
Claire Murdoch, CEO
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.

Values
What we believe in

Compassion:
We all contribute to a compassionate environment for everyone here; what we say and do helps make the lives of others better

Respect:
We will respect and value the diversity of our patients, service users and staff, to create a respectful and inclusive environment, which recognises the uniqueness of each individual.

Empowerment:
We will involve, inform and empower our patients, service users, carers and their families to take an active role in the management of their illness and adopt recovery principles. We will ensure our staff receive appropriate direction and support, to enable them to develop and grow.

Partnership:
We will work closely with our many partners to ensure that our combined efforts are focused on achieving the best possible outcomes for the people we serve.
Behaviours
How we will act

Compassion

• We act to maintain the dignity and safety of our colleagues and users of our services
• Rather than just following a procedure or process, we find out what a person really needs, and try to meet those needs and exceed their expectations
• What we say and do shows people we understand what they need and that we have heard
• As well as thoughts, we acknowledge and work with feelings - our own as well as other people’s
• We take time to stop and listen to people – really listen and not jump in with our view or solutions – even when we are busy
• We are warm and approachable to others, and recognise the positive impact of a smile
• We are hopeful in our words and actions even when those around us don’t see hope themselves
• Where possible, we prioritise people over tasks
• While we recognise that it is more difficult to show the behaviours in this framework when the pressure is on, we don’t allow this pressure to be an excuse for poor behaviour and never for bad behaviour
Respect

- We are honest, open and transparent with those we come into contact with
- We maintain clear and appropriate boundaries, explaining the need for them as and when necessary
- In respecting a person, we don’t allow their perceived status to influence how we treat them
- We are polite and courteous with everybody we come into contact with
- We show a genuine interest in what others have to say
- We reflect on our own biases and prejudices so as not to allow them to influence our actions
- If we notice somebody needs help or support, we do what we can to assist rather than ignore or assume somebody else will take action
- We recognise that our tone of voice can have an impact on those we are speaking to and do what we can to come across as calm, confident, reassuring and encouraging
- We recognise that people have strengths, knowledge and qualities we don’t have; we seek to use and learn from them
- When working with users of our services, we recognise that they bring ‘lived’ experience of their condition and value this perspective
- When working with friends and families, we recognise that they bring considerable experience of supporting an individual with their condition; we work with this expertise
- Although we may be able to communicate in other languages, we see the inclusive value of working in English with colleagues and users of our services
- We prepare properly for the work we are about to do
Empowerment

• We actively encourage others to express their views about something, and allow these views to influence our own actions
• We do what we can to make our systems, processes and procedures provide a benefit to colleagues and users of our services rather than a hindrance
• We continually make the information we provide simpler, clearer and more relevant
• We take ownership of issues rather than ‘pass the buck’ or blame the system
• We understand the importance of choice, and find ways to provide and communicate available choices to those we work with
• We make ourselves available and visible to others rather than ‘locking ourselves away’
• We encourage others by giving them praise and recognition for their efforts and achievements
• We bring a positive energy to work and leave no doubt that we want to be here
• Our actions show that we trust colleagues to do a good job and to use their own initiative
• We make sure we find out what is expected of us and we make it clear what we expect of others
• We are open to change and embrace different ways of doing things
• We are a role model for all of the behaviours in this framework
Partnership

- Rather than simply doing what is convenient at that moment, we act to meet the needs of individuals and the organisation
- We do what we say we are going to do
- We meet deadlines and show that time-keeping is important
- When deciding to do something, we consider the impact of our actions on others rather than just looking after our own needs
- When someone’s behaviour is inappropriate, could be improved, or not good enough, we recognise that collaboration means taking action to address this
- We try to break down institutional barriers rather than maintain them or put them up
- We work with others rather than impose things on them
- We continually seek to understand what our colleagues do, and what goes on in the wider organisation
- We continually seek to share our knowledge and expertise with others
- We recognise our own limits and when we need to look to others for support
- When something goes wrong, we won’t seek to assign blame but to learn from the situation and act to address it
- In recognising that CNWL’s services may be just one part of a user’s journey, we seek to develop healthy relationships with our external and internal partners, which sometimes means challenging them or calling them to account
- When change is proposed, we recognise the importance of engaging with users of our services and other partners
- We promote open discussion with users of our services, friends, family and colleagues about all aspects of service provision to find ways to improve it
Objectives

How we will achieve our vision

1. Transforming services: reviewing the way services are designed, bringing care closer to home, making best use of our buildings

2. Managing economic challenges: spending every penny wisely, improving efficiency and quality

3. Adapting to national NHS changes: developing partnerships in a changing NHS environment, voicing our clinical expertise to meet current and future healthcare needs

4. Improving technologies and facilities: equipping our staff with the right technologies and facilities that allow them to spend as much time as possible with patients

5. Retaining and developing our people: working to shared values, managing performance and developing new roles to meet new healthcare priorities

6. Growing our organisation and services: sharing expertise, improving quality and reducing duplication across a growing organisation
Pledges you can rely on
Pledge 1

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

Pledge 2

A good working environment
- We will provide you with a safe and supportive 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, you have with full protection for acting in good faith

Pledge 3

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 in order for you to succeed
- We will give you access to personal development and appropriate training for your job

from us

from your manager

Pledge 4

You can expect
- A working environment that fosters learning and empowers you
- Coaching to help you and the team perform well
- Active listening and constructive response to comments and challenges
- Your development needs to be identified and assistance with providing appropriate solutions
- Acknowledgement and support to address poor performance
What CNWL expects from those who work here...

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 organization; delivering to the greater good

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

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 you have with full protection for acting in good faith