

**HealthTrust Europe LLP: ITT to establish a framework agreement for consultancy solutions and advisory services Contract Notice (FTS) Ref: 2023-041574**

**Technical Response – E1\_Training & Communication\_Ethical Healthcare Consulting**

E1: Please detail the processes and policies implemented internally for training and development and how you ensure the knowledge and skills of your teams are kept up to date.

• details of processes and policies;

• how the bidder communicates processes and policies to employees;

• detailed structure of staff reviews;

• details of formal training;

• frequency of how training needs are reviewed and monitored;

• details of any external and internal resources; and

• how you keep up to date with any relevant legislative and regulatory changes.

**EHC Response:**  
  
Ethical Healthcare are committed to the personal and professional growth and development of our employees. We invest in the people who work for us. This includes supporting employee development. We encourage employees to take responsibility for their own personal development and take steps to ensure they develop throughout their employment. The company aims to create a culture of continuous learning, by supporting its employees in their career aspirations, and providing opportunities for personal growth and exploration.

**details of processes and policies;**

EHC supports employee development, and highlighted in the EHC People Handbook includes information on financial contributions to training costs, contingent on the employee's continued service for a specified period.

EHC has also developed a Career Development Policy which is provided in full within the supporting documentation *‘****SD25 EHC Personal and Career Development Policy****'.*

This commitment includes support for employee development through various channels

1. Regular one-to-one review meetings with line managers are encouraged to discuss work performance, achievements, and areas for improvement. Both employees and managers are responsible for initiating these meetings.

2. Appraisal discussions occur at least once every 12 months, with employees responsible for scheduling these with their line managers. More details on the appraisal process can be found in the EHC People Handbook.

3. Personal Development Plans (PDPs) are created collaboratively during appraisals to outline short-term and long-term career goals. The company offers support through training, mentorship, and advancement opportunities to help employees achieve these goals

4. EHC may contribute to training costs, with the condition that employees remain with the organisation for an agreed-upon period. Internal training programs are also provided to enhance skills and knowledge, and employees can access a professional development budget for various career-related activities, subject to Line Manager approval.

5. Career change support is available, allowing employees to explore new roles within the company when practical. Managers actively assist in identifying and transitioning to roles that align with employees' skills and interests.

6. Sabbatical leave opportunities are offered, allowing employees to take time off for personal development, education, volunteering, or other approved activities that contribute to their personal and professional growth. More information on sabbatical leave is available upon request.

**how the bidder communicates processes and policies to employees;**

The details of training and development processes and policies are communicated to employees through the EHC People Handbook and supporting documentation attached *‘****SD25 EHC Personal and Career Development Policy****’* and regular discussions with managers.

EHC use Microsoft Teams for immediate policy updates and is an effective way to ensure that all employees are kept informed in real-time. This platform allows for quick dissemination of information, which is crucial for policy updates that may need immediate attention or implementation.

Additionally, conducting all-hands meetings virtually every 2 months through Teams is a strategic approach to keep everyone aligned with the company's new initiatives, projects, and benefits. These meetings are held virtually and recorded, allowing those who couldn't attend to catch up later. Teams also enhances interactivity in meetings through features like Q&A, polls, and chat functions. This approach is cost-effective as it reduces the need for physical resources. The flexibility of joining from anywhere makes it inclusive for everyone, irrespective of their location or ability to attend in-person meetings, and supports our commitments to reducing our carbon emissions.

**• detailed structure of staff reviews;**

* People Review Policy

Our review process aims to be clear, consistent, and fair across probation, appraisal and generally for regular check point review meetings. We aim to maximise the effectiveness and potential for each member of our team so that we ca fully achieve our vision, strategy, and goals. The objectives of the probation, appraisal and check point review are to:

• Maximise performance

• Reinforce our values and behaviours

• Acknowledge good performance

• Set objectives for the period ahead

• Encourage staff development

* **Probation Reviews**

The probation review policy and procedures are intended to help new employees establish their suitability for the appointment, as well as to provide a period for the employees to ‘settle in’. The probation period is a constructive process that assists managers to determine whether the employee is suitable for their post. It provides a framework that enables managers to assess the performance of new employees, and to provide any necessary support.

Managers will assess employees' skills and knowledge in their new roles through one-to-one meetings and performance reviews during the probationary period, offering coaching and support. A probation review meeting is held 6 months after employment start date to decide on confirming employment, extending probation, or contract termination. Regular one-to-one meetings throughout probation are crucial for discussing work performance, achievements, and development areas.

The review meeting topics are, but not limited to:

* The requirements of the role of the post.
* The required standards of performance, conduct and attendance.
* The high-level objectives to be achieved (each employee will help to write their own detailed objectives from the discussion with the manager).
* The desired outcomes.
* Timescales.
* How performance will be assessed and monitored. Employees must be advised at the meeting whether they have met the required standards during this period of probation, which will be discussed and documented on to the Probationary Period Review form, which must be completed during the meeting and agreed by both parties.
* **Appraisals Reviews**

For our appraisal discussions, it's important that both the line manager (appraiser) and the staff member (appraisee) come prepared. We make sure that every team member has an appraisal at least once a year. After these chats, we take care to upload the appraisal forms into each staff member's personal file.

We also believe in the power of regular catchups. Managers should touch base with their team members, either one-on-one or as a group, between these formal appraisals. These informal meetings are great for checking in on progress and offering support.

And it's not just up to the managers. We encourage every staff member to be proactive about setting up these meetings. It's all about staying connected and working together for better results.

Staff Responsibilities:

* Engage fully in appraisals.
* Stay updated on appraisal expectations.
* Undergo individual appraisal every 12 months.
* Maintain an updated job description.
* Regularly communicate with line manager and peers.
* Provide evidence and information for appraisal scoring.

Manager Responsibilities:

* Be trained and informed for conducting appraisals.
* Complete and upload appraisal documentation.
* Regularly meet with direct reports, individually or as a team.
* Review previous objectives.
* Guide employees in setting their objectives aligned with company goals.
* Complete and upload the appraisal form to the employee folder.

**details of formal training;**

The company follows a structured training policy, essential for its B-Corp certification.

Support may include contributing to the costs of training where it will help someone perform better in their role. We will provide a range of training programs internally, to enhance employee skills and knowledge in their current roles, or to prepare them for future opportunities.

Employees will have access to a professional development budget, which can be used for training, coaching or mentoring, to attend conferences, workshops, seminars, or pursue further education relevant to their career goals. Any requests for training or other professional development will need to be approved by their Line Manager.

**frequency of how training needs are reviewed and monitored;**

Any employee may request a checkpoint review at any time during the year between appraisal reviews, or probation reviews. It is an opportunity for the employee as well as employer to track and confirm progress, and where required provide guidance or opportunities for additional training.

Training is meticulously documented and managed using the "Breathe" software, a comprehensive HR portal.

Recording and Monitoring:

* Breathe is used for recording training activities, including appraisals, one-on-one meetings, and training progress.
* It also documents internal trainings, like QMS training.

Accessibility and Reporting:

* Training records are easily accessible in Breathe for employee reviews.
* It offers filters for analysing training by time or subject.

Monitoring and Auditing:

* Breathe helps monitor individual and company-wide training activities.
* Useful for audits, showing compliance with training requirements.

**• details of any external and internal resources; and**

* Onboarding and Internal Training Resources

New employees are onboarded with an onboarding training pack. In Breathe, they are assigned specific onboarding activities and training tasks. Internal resources include materials from the Ethical Library, encompassing policies, procedures, and training guides. However, distinct training packs are not explicitly mentioned.

* External Training Sessions

Every two months, there are "All-Hands" meetings featuring show and tell sessions, which are open to everyone. These sessions sometimes involve associates and can include presentations by employees on relevant topics or areas of interest.

* Quality Management System (QMS) Training

There are specific training materials related to QMS and IMS (Integrated Management System). These materials are crucial for understanding and implementing these systems effectively.

**• how you keep up to date with any relevant legislative and regulatory changes.**

EHC employs a multifaceted approach to keeping up to date with relevant legislative and regulatory changes; which combines continuous research, regular monitoring of official government channels, and participation in professional networks.

A key priority is to regularly review updates from government websites, regulatory bodies, and legal publications. This includes subscribing to newsletters, alerts, and official publications to ensure we receive timely notifications about any changes.

Additionally, we actively participate in professional organisations and forums; such as TechUK where our Director of Consulting is a member of the Health and Social Care Board. There are numerous industry conferences, seminars, and webinars where we proactively attend. We have also recently signed a partnership with NHS Confederation to be their digital delivery partner– all these events feature experts who provide in-depth analysis of recent legal developments.

For ISO and regulatory compliance, we work closely with a BSI approved external consultant~~s~~ to assist with QMS and relevant legislative updates. This partnership includes the appropriate training sessions to enable us to achieve accreditation. We receive monthly updates from the ICO and our BSI Compliant Management of Interested Parties ensures that all relevant legislative and regulatory changes are responded to effectively.

EHC also has a specialist HR team engaged to support all HR relevant legislative updates and changes. The HR team proactively monitor and advise us of relevant changes which are reviewed as part of our People plan.

We ensure proactive communication across the organisation through use of Microsoft Teams channels where we foster an environment of information exchange. We have access to multiple networks of associate colleagues who are industry experts, were we actively discuss and gain diverse perspectives on the evolving regulatory landscape.

We also utilise technology tools through automated alert systems, to streamline the process of staying up-to-date. These tools enable us to efficiently track changes, access relevant documents, and ensure that our knowledge remains current.