

Pilgrims Hospices Staff Handbook

An introduction to the Hospice



Welcome

I would like to take this opportunity to welcome you to Pilgrims Hospices.

Our patients are at the centre of all we do. Providing patients with safe, effective care and treating people with the dignity and respect they deserve as individuals is central to our values.

Of course, we also expect our values to apply equally to our staff.

We believe that each employee contributes directly to the success of Pilgrims Hospices and we hope you will take pride in being part of our organisation.

We will make every effort to support you and to create an environment in which you can achieve the highest level of excellence.

The Executive Management Team



Helen Bennett

Using your handbook

The purpose of the Pilgrims Hospices Staff Handbook is to introduce you to the hospice and to explain our current policies and practices. It serves as a reference tool for you in your employment at Pilgrims.

This Staff Handbook forms part of your contract of employment and, as such, applies to all employees of Pilgrims Hospices (hereafter called 'the organisation'). During your employment you should familiarise yourself with the organisation's policies and procedures.

We hope that you find this a useful guide throughout your employment. Should you require any further information, please don't hesitate to contact your line manager or the Human Resources department.

Statement of Employment and conditions

The organisation reserves the right to change its terms and conditions and employment policies from time to time. Staff will be notified at the earliest opportunity of these changes by way of general notice to all employees affected by the change.

Where a change in terms and conditions of employment results in a change to your contract of employment, we will give you a written statement detailing the change at the earliest opportunity.

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About Pilgrims Hospices

The organisation

Pilgrims Hospices is a registered charity governed by a Board of Trustees. The Trustees meet regularly together with the Executive Management Team, to discuss progress and set policies. A full list of Trustees is available on our intranet site SharePoint.

The management of hospice services is the responsibility of the Executive Management Team, comprised of:

- Chief Executive
- Medical Director
- Director of Nursing and Care Services
- Head of Workforce
- Director of Income Generation and Marketing
- Director of Finance and ICT
- Head of Hospice Services

Individual Experience Objective One:

We will put the patient at the centre of all we do, delivering the care they need, where they need it.

Stakeholders Objective Two:

We will use our influence to develop our services and, maximise our reach as we implement new service developments.

Our vision is of a community where people with a terminal illness are supported and empowered, together with their family and friends, to live well, in mind and body, until the very last moment of their life.

Finance & Operations Objective Three:

We will ensure clinical and financial sustainability through the achievement of a break-even position and by securing consistent and equitable statutory funding as well as identifying new ways to maximise commercial revenue.

Workforce Objective Four:

We will implement new ways of working across clinical and non-clinical services and day to day operations both internally and externally.

Our values and behaviours

Our values and behaviours underpin the work we do and ensure our continued success in providing specialist palliative care to the people of east Kent. They form our CODE which guides us in our daily working and decision making.

- C** Compassionate – We treat everyone with compassion and care.
- O** Open – We communicate openly, honestly and effectively.
- D** Dynamic – We are dynamic in continuously improving and developing our services.
- E** Empowered – We empower people to achieve their outcomes.

Our CODE is described in further detail below:

- Making sure we have a clear and sustainable sense of direction.
- Ensuring our services are accessible to all who need them and are delivered with the highest degree of professionalism.
- Enthusiastically and continuously improving what we do and how we do it.
- Working together to ensure we meet the needs of all patients and their families, carers, staff, supporters and volunteers.
- Communicating effectively and comprehensively.
- Keeping people at the centre of all we do.



Our history

From small beginnings

Pilgrims' first hospice was the result of five years of fundraising by a small but dedicated team led by hospice founder Ann Robertson, a former nurse and midwife. Through her work, Ann realised that patients with life limiting illnesses were often left to rely on family and friends to care for them. She pledged to change this.

The first of our three hospices opened at Canterbury in 1982 and was followed by Margate in 1992 and then Ashford in 2001. Since then, the organisation has been providing specialist care and support free of charge to people with life-limiting illnesses, their families and carers. Each year, the organisation provides care for more than 2,400 patients with complex conditions. It aims to meet their physical, psychological, social and spiritual needs.

Our Strategy

In 2021 Pilgrims agreed a new organisational strategy, very much building on our successful strategy from 2015-2020. Taking into account the strong foundation, we have reviewed our clinical strategy, responded to the learning from the innovations brought about as a result of COVID and taken into account the national work undertaken by Hospice UK to develop the Nine Principles

of Sustainability. These Principles underpin the work we do and the services we want to continue to provide to our communities. Our new strategy will allow us to achieve our ambitions to work collaboratively as innovative and specialist health care providers, both within Pilgrims and the wider community to support patients and provide the highest standard of care when and where they need it.

Funded by the community, for the community

Our Income Generation team is responsible for raising over £11 million of the £14 million required to run our services each year. This, combined with approximately 20% of our income that comes from the NHS, means we are able to provide our care to all of our patients free of charge.

To generate income, we engage with the people of east Kent and fundraise in a number of ways. These include community fundraising and events; individual giving; Pilgrims Hospices Lottery; 32 retail shops; trusts; and major donors.

We are very grateful to our local community who continue to support us. Without them, we wouldn't be able to offer our diverse range of services to our patients, their families, carers and friends.

We very much encourage staff to help out at fundraising events. If you have

any suggestions for fundraising ideas, the fundraising teams would love to hear from you.

Clinical services

The organisation covers the east Kent area. The support provided is patient-led and care can be delivered in the patient's home, or at our hospice sites in Canterbury, Thanet and Ashford and at our various outreach facilities.

Any healthcare professional can refer a patient, but referrals mainly come from general practitioners, hospital consultants or district nurses. Referrals are initially steered to one of our service areas according to patient needs. Our approach is flexible and we work together to provide the package of care that is most useful for the patient and their families.

Our services are provided by a multidisciplinary team of consultants, doctors, nurses, healthcare assistants, social workers, counsellors, occupational therapists, physiotherapists, spiritual carers, complementary therapists and volunteers who provide general and enhanced support.

Inpatient service

Pilgrims Hospices' three inpatient units provide specialist 24-hour care. Admissions are accepted for symptom control, rehabilitation and end-of-life care.

Community services

Through the organisation's Therapy Centres, we run our Wellbeing and Social Programme. This is for patients in the later stages of a life-limiting illness, and aims to enhance their wellbeing in mind and body. This programme is facilitated by various members of the multidisciplinary team to assess clinical needs and provide specialist interventions.

The programme includes a range of therapeutic, creative, social and educational programmes as well as programmes for carers. These include complementary therapies, gym and exercise interventions, symptom management, counselling and relaxation techniques.

In the community our team consists of doctors, nurses, social workers, physiotherapists, occupational therapists, counsellors, spiritual care leads, complementary therapists and a Hospice at Home team.

Our experts all work together to offer a range of wellbeing programmes to support patients, their family and their friends.

- Offering expert care and guidance
- Managing symptoms so patients can enjoy time with family and friends
- Supporting patients to stay independent at home
- Helping patients to cope with the changes in their life

Supporting our carers into bereavement forms a very important part of our work and is offered in a variety of ways and settings to try to accommodate individuals' needs.

Your responsibilities

Personnel records

It is important that the organisation receives up-to-date information on contact names, address and emergency details, and it is the responsibility of the employee to ensure these details are kept up to date. If any of these details change staff must record this via SharePoint.

Personal Property

Staff are responsible for their own personal property and therefore the organisation does not accept any liability or responsibility for damage to or loss of personal property.

Policies and procedures

All staff must abide by the organisation's policies, practices, procedures and guidelines, which are published in full on SharePoint. You are required to familiarise yourself with these documents and you are responsible for understanding and complying with all policies that apply to you in your role.

If you require clarification regarding any policy or guidance, you should speak to your line manager or a member of the relevant team.

Conflict of interests

Staff must not allow their private interests to conflict with, or appear to be in conflict with, the interests of the organisation. If you believe a conflict of interest has arisen or may arise you should notify and seek advice from your line manager immediately. Please refer to your **contract of employment** and the **Disciplinary Policy** for further information.

Confidentiality and general data protection regulations

Pilgrims Hospices collects personal data in relation to staff from the point of application and throughout your employment. Information we collect about our staff includes but is not limited to:

- Name(s)
- Date of birth
- Contact details
- Emergency contact or next-of-kin details
- Special category information including protected characteristics
- Employment and personal history
- Financial information
- Identification and Right to Work confirmation
- Any history relating to past criminal activity

Your personal information is only used in relation to your employment with Pilgrims Hospices, to meet our obligations to you, and to fulfil our duties under the law. Specifically, we use your data for purposes including but not limited to:

- Contacting you about your work / voluntary activities
- Contacting your emergency contact / Next-of-Kin in the event of an emergency
- Ensuring you are paid / reimbursed for any costs you incur
- Verification of your identity
- Compliance with our legal responsibilities to hold certain up-to-date information regarding our staff and volunteers

What is special category data and why does Pilgrims Hospices collect it?

Special category data are especially sensitive categories of data, including the protected characteristic data we ask our staff to provide. Pilgrims Hospices collects some limited special category data in order to better understand our workforce profile and to support us in meeting our obligation under the Equality Act 2010. The information is hugely helpful to us, however, we understand this information is sensitive and as such it is not mandatory for staff to provide this information.

How can I access my data and where can I find more information?

Pilgrims Hospices has reviewed our existing policies and introduced new policies and procedures in order to ensure staff have access to all the information they need. For further information staff may refer to the following documents available via SharePoint.

- Privacy Statement
- Data Protection Policy
- Subject Access Request Policy

Everyone working in or for the hospice has the responsibility to use data and information in a secure and confidential way. Information held by the hospice is covered under the Data Protection Act 2018 which sets out the standards that apply when obtaining, recording, retaining, using or disposing of data. Any breach of security or infringement of confidentiality may be regarded as serious misconduct and could lead to more formal action under the Disciplinary Policy. As a registered charity, the Freedom of Information Act does not apply to the organisation.

Security

Security of our buildings and the safety of our patients is of paramount importance to the organisation. To that end, if you witness any suspicious behaviour or believe an individual or

situation poses a threat, you should report your concerns to your line manager or the senior manager on-site. Staff should not attempt to challenge or apprehend individuals who they believe pose a threat.

Where a member of staff believes that an individual or situation poses an imminent risk to people or to hospice property, and the situation cannot be safely escalated to a senior manager, staff are expected to contact the police and then contact the manager on call.

Volunteers

The organisation benefits from the support of significant numbers of volunteers. We could not run our services without our volunteers, who freely donate their time and skills to undertake a wide range of roles helping to support patients and families, and underpin all of our income generation efforts.

Employees are asked to recognise the value of our volunteers and provide support and guidance to them as necessary. Ultimately, we are one workforce, all working together to achieve our aim of providing excellence in end-of-life care.

Complaints

Complaints are viewed by the organisation as a positive means to improve the overall quality of our service to patients. All complaints

should be forwarded to the PA to the CEO and will be dealt with sensitively and promptly.

Your conduct

National and Local Emergencies

Pilgrims operates as part of an increasingly integrated health care system. During both national and local crisis' there may be times when Pilgrims and staff are expected to work flexibly and in ways other than their day to day basis, including providing support to our patients and across the wider community.

Disciplinary and Capability Procedures and Policies

The organisation aims to ensure that fair and effective arrangements exist for dealing with disciplinary and capability issues. The organisation provides appropriate training and support for each role. Where possible, informal intervention is used in order to address any issues. On some occasions, however, it may be necessary to take more formal action. Please refer to the **Disciplinary and Capability Procedures and Policies** for further information.

For further information relating to capability on the grounds of ill health please refer to the **Sickness Absence Policy**.

Grievance policy

In all organisations members of staff may, from time to time, have problems relating to their work, their working environment or working relationships. Should such an issue arise, you are encouraged to make every effort to successfully resolve the matter through informal discussion. In the first instance a discussion should be initiated with your line manager regarding your concerns. If your line manager is the subject of your concern, or you are unsure how to initiate such a discussion, you should seek advice from the Human Resources department.

The organisation does recognise that, occasionally, informal action may not fully resolve a particular issue or concern. In such situations, staff may pursue a formal grievance. Please refer to the **Grievance Policy** for further information.

Bullying and Harassment

The organisation aspires to provide a working environment that respects the rights of each employee and where colleagues treat each other with respect. We do not tolerate any form of bullying or harassment against employees. All employees have a responsibility to promote a positive working environment and are expected to escalate any instances of bullying or harassment to their line manager. Please refer to the **Disciplinary and Anti Bullying and Harassment Policies** for further information.

Alcohol and substance abuse

Under no circumstances must your judgement or ability to undertake your work be affected by the consumption of alcohol or substance misuse, either prior to starting work or during working hours, nor must your conduct cause offence to patients, their relatives or other staff.

If your conduct or work performance is known to be, or suspected of being, impaired by alcohol consumption or substance misuse you may be suspended from work while an investigation is undertaken. Any breach of the **Alcohol, Drugs and Substance Abuse Policy** may be treated as Gross Misconduct and could result in disciplinary action being taken as per the provisions of the Disciplinary Policy.

If you are struggling with alcohol or substance misuse please speak with your line manager who will support you to seek help.

Equality and Diversity Policy

At Pilgrims Hospices we celebrate the diversity of our workforce and take great pride in being an inclusive place to work. It is therefore our policy that no job applicant, employee or volunteer should be discriminated against on grounds of sex, sexual orientation, gender reassignment, marital status, age, colour, race, nationality, ethnic origin, religious beliefs, disability, marriage and civil partnerships, trade union membership or political affiliation.

This policy applies across all aspects of employment including recruitment and selection, terms and conditions, training and promotion. Any employee who breaches this policy may be subject to disciplinary action with the possibility of dismissal for gross misconduct. Please refer to the **Disciplinary and Equality and Diversity Policies** for further information.

Your attendance

Hours of work

Your working hours and any breaks are set out in your contract of employment. Timesheets must be submitted to your line manager via SharePoint at the end of the month for approval.

Annual leave

Annual leave entitlements are set out in your contract of employment. All annual leave must be authorised by a line manager prior to being taken. Annual leave cannot be carried over to the following leave year unless there are exceptional circumstances. Staff are also able to purchase additional annual leave, for more information please refer to the **Annual Leave Policy**.

Extra hours and time off in lieu (TOIL)

The organisation recognises it is sometimes necessary for staff to work extra hours, outside of and in addition to their normal contracted hours. In such instances, your line manager may agree for you to be paid the additional hours as overtime, or for you to take the additional hours worked as time off in lieu. Prior to the hours being worked, employees should agree with their line manager whether extra hours will be paid as overtime, or taken as time off in lieu. Any extra hours must be authorised by your line manager prior to being worked. Please refer to the **Time Off in Lieu Policy** for further details.

Sickness absence

If you are unable to attend work due to sickness absence, you are required to notify your line manager as early as possible and prior to the start of your shift. You are required to make contact via the telephone and to speak directly to your line manager, (or a more senior manager if your line manager is not available). Exceptions will only be made in circumstances where an employee is physically unable to make a telephone call i.e. they are unable to speak, or have been admitted to hospital. Email, text, and other non-verbal communications will not be considered to be adequate notification of sickness absence.

A doctor's fit note is required for sickness absence of more than seven calendar days. When absent due to long term sickness absence, staff may be required to attend an occupational health appointment.

The organisation offers Occupational Sick Pay (OSP) over and above Statutory Sick Pay (SSP) after the successful completion of your probation period, with the level of provision dependent on length of service. Please refer to the **Sickness Absence Policy** for further information.

Special Leave policy

Compassionate leave can be granted following the death of a direct relative. You are entitled to three days compassionate leave with pay on the death of a partner, parent, sibling, child dependents or dependent grandchild. Emergency leave is granted specifically for staff to take time off to deal with an urgent issue that has arisen, this time permits you to make alternative arrangements only. Please refer to the **Special Leave Policy** for further information.

Parental Bereavement Leave

Parents and adults with parental responsibility who have suffered the loss of a child under the age of 18 are entitled to Parental Bereavement Leave. The two weeks' leave can be

taken either in one block of two weeks, or as two separate blocks of one week each. More information is available in the **Special Leave Policy**.

Maternity, adoption, paternity and shared parental leave

The organisation aims to support our staff who are looking to start a family. Upon confirmation of your (or your partner's) pregnancy, or the commencement of adoption proceedings, you must, at your earliest convenience inform both your line manager and the HR department. Please refer to the **Maternity, Paternity, Shared Parental and Adoption Policies** for further information.

Unauthorised absence

It is a breach of your terms and conditions of employment to take leave without express authorisation from your line manager, or, in the case of sickness absence, without notifying your line manager prior to your absence. Where an employee is absent from work and has not sought authorisation or notified of sickness they will be considered Absent Without Leave (AWOL) and may be subject to pay deductions. Being AWOL is considered to be gross misconduct as defined by the **Disciplinary Policy** (see 'Your Conduct' above).

Jury service

If you are called for Jury Service, the organisation will grant you leave and continue to pay you your basic salary for the duration of your Jury Service. Any payment you then receive from the court in respect of Loss of Earnings is then payable to the organisation. In exceptional circumstances, where it is believed your absence would have a significant impact on service provision, you may be asked to defer Jury Service to a later date. **Please refer to the Jury Service Policy** for further information.

Lay-off or short time working

Pilgrims Hospices reserves the right to lay you off or put you on short time working where the needs of the organisation's business make this necessary, for example because there is a temporary cessation of or reduction in work or a temporary closure of the workplace. Your continuity of employment will not be affected by a lay-off or short time working. For more information please refer to the HR department.

Your health, safety and wellbeing

Health and wellbeing

At Pilgrims we are committed to supporting all our employees' health and wellbeing and to promoting an environment where we can talk openly

about health and wellbeing as well as knowing where to get support and advice. Recognising that individual's tolerances can be varied, and the positive effect a healthy work life balance has on the productivity and engagement of all staff, Pilgrims has partnered with a number of external providers, including our Employee Assistance Provider and Occupational Health services, to offer support to all staff, as well as offering a number of internal health and wellbeing support services. For more information please talk to your line manager in the first instance.

Employee recognition

Pilgrims recognises that the dedication and commitment of staff and volunteers are fundamental in achieving the organisational goals, and seeks to celebrate staff successes not only on a daily basis, but also through a central awards ceremony.

The CODE Recognition Awards event recognises the outstanding contribution of Pilgrims staff, who strive to deliver and continually improve excellent services, and to share these achievements with the wider organisation.

Health and safety at work

Health and Safety in the workplace is the responsibility of both the organisation and everyone working within it.

We expect employees at all levels to take care to avoid injury to themselves and others and to cooperate with the implementation of the organisation's health and safety arrangements.

All employees are required to be proactive and familiarise themselves with the **Health and Safety Policy and Associated Standards** that are available on SharePoint. They should also ensure they are aware of any risk assessments, safety procedures and instructions associated with their employment/work areas.

Incidents and accidents at work

Any incidents or accidents must be reported using the incident and accident reporting book which can be found in the ward offices. For our retail warehouses and shops these can be located in the kitchen. Please refer to the **Hospice Service Managers** for more information. Please also refer to the **Violence Policy** for further information.

Any accident resulting in any form of personal injury should be dealt with by one of the qualified first aiders. Names of appointed first aiders are displayed on the staff notice boards. If no first aider is available, the member of staff's line manager should be contacted.

First Aid

The organisation provides First Aid training to colleagues and we endeavour to ensure a suitable number of trained staff are available to provide assistance in the event of an accident.

First Aid boxes can be found on each site in the kitchens, workshops, nurse stations and Pilgrims Therapy Centres. Within our warehouses and retail shops these can be located in the kitchen.

In the event of a visitor, anyone who is not a patient of the hospice, or a member of the hospice staff requiring medical treatment, he/she must be referred to their own General Medical Practitioner (GP) or to the local hospital either as a walk-in case or by ambulance depending on the circumstances.

Basic First Aid treatment may be administered by staff member with appropriate training. If this is a life threatening condition, e.g. anaphylaxis, continued emergency treatment will be given until the ambulance arrives.

Pilgrims Hospice provides clinical care to registered patients on our service. For all other individuals immediate first aid will be provided until other clinical services can take over.

Fire and evacuation procedure

In the event of a fire or the need to evacuate the building staff should follow the fire and evacuation

procedure. Please familiarise yourself with the **Site Fire Policy and Standards** that are available on SharePoint under the policies tab. For retail staff a health and safety folder detailing fire procedures is available in each shop and warehouse. If you discover a fire, you should raise the alarm by using the nearest alarm call point. Do not put yourself in danger. Clinical staff should report to the nurses' station for further instruction. During office hours, all other staff and volunteers should leave the building immediately and assemble at the appropriate assembly point as detailed in the procedure.

Violence

The organisation recognises that staff may have to make a series of decisions quickly if faced with a violent incident. As a general rule staff are required to take action in good faith and with reasonable care. They are advised to seek assistance as soon as possible, preferably from a senior member of staff or if required by contacting the police. There are alarms available for nurses on the ward which alert the police. Please refer to the **Violence Policy** for further information.

Infection control and dress code

Dress code and infection control are inextricably linked, therefore all members of staff have a responsibility to adhere to the Infection Control policies and procedures. Staff should

be professionally and appropriately dressed at all times and follow the **Uniform and Dress Code Policy** available on SharePoint.

Your pay

Payment of salaries

Salaries will be paid into your designated bank account on the 23rd of each month or earlier should this date fall on a weekend.

Salary reviews

Salaries are reviewed annually for all staff. Staff on banded salaries may also receive an annual incremental pay increase if they have demonstrated the requisite knowledge and skills/competencies set out for the role.

Pensions

If you are a member of the NHS pension scheme and have contributed in the last 12 months you will have three months from your start date to transfer your pension. Please request an SD65 form from the HR office, complete and return. Failure to complete the form will delay or even end your right to transfer.

Alternatively if you are not a current member of the NHS pension, you will be assessed within the first three months of service to see if you are eligible to be auto-enrolled into the Group Personal Pension scheme. If

you are eligible, information will be sent to you, usually by email.

The organisation does not permit staff to contribute to both the Group Personal Pension Scheme and the NHS pension. For further information regarding pensions, please contact the HR department.

Expenses

Staff are entitled to be reimbursed for all necessary expenditure incurred in the course of their employment. All expense claims should be completed and authorised by your line manager. Wherever practicable, you should seek authorisation from your line manager prior to incurring any expense.

Deductions from pay

The organisation reserves the right to make deductions from an employee's pay where appropriate, examples of where deductions may be made include: unauthorised absence, loans, attachment of earnings, recovery of overpayments, salary sacrifice payments, purchased meals, hospice property which is not returned upon request, excess annual leave, course fees, DBS checks including cases where a member of staff ceases employment within their first twelve months of employment with Pilgrims, fines and penalties. More information is available from the HR department.

Your benefits

The organisation offers a wide range of staff benefits, including discounted gym memberships and local subsidised healthcare cover. For further information please visit the HR Hub on SharePoint. Other benefits of particular interest to our staff include:

Staff dining

The organisation recognises how important high quality food is, not just to our patients, but to our staff as well. As such, each of our three hospices provides a staff dining room where hot meals, as well as sandwiches, salads and a range of snacks are available on a subsidised basis. Unlimited free tea and coffee is also made available to all staff.

Free car parking

Car parking is provided free of charge at all hospice sites and warehouse units, subject to availability. Please note that some parking spaces are specifically marked for use of community staff and patient visitors only.

Your communications

Organisational communications

The organisation appreciates the need to ensure that all staff are kept informed of organisational developments. As well as sharing face-to-face and email updates, the organisation regularly publishes internal news, fundraising events and departmental updates online and in print. These are available to staff both at work and at home.

We encourage staff to be actively involved and therefore we are always keen to hear stories of your successes or experiences so that we can share these in our regular blog spots and newsletters. If you have some news you wish to share, or want to share your experiences, we very much encourage you to contact our Marketing and Communications team using news@pilgrimshospices.org and they will be happy to assist.

Social media

Pilgrims Hospices uses a number of social media platforms to engage with supporters and our local community. We are hugely appreciative of staff who engage with us via our social media presence and who share our messages and posts. We do however ask our staff to bear in mind that

when identifying as an employee of Pilgrims Hospices or otherwise engaging with us via social media that they do so in a public setting and their actions and behaviour can reflect on Pilgrims Hospices as a whole. We therefore ask all of our staff to familiarise themselves with the **Social Media Policy** available via SharePoint prior to engaging with us or identifying as a Hospice employee via any social media platform.

Local management team communications / notice boards / team briefings

As well as organisation-wide communications through local management teams, we work hard to ensure that staff are well informed about local news and events. Noticeboards are located around all of our sites and senior managers from each site hold regular forums where staff and volunteers can receive news and feedback their opinions. In addition, line managers regularly conduct team meetings and individual one-to-one meetings with all of their staff. We encourage our staff to take individual responsibility to keep themselves informed and make positive contributions to our organisation. This approach ensures our staff are fully empowered and engaged in delivering our vision on a daily basis.

Your development

Probationary period

All new staff will serve a probation period of six months, details of which are outlined in your contract of employment. This time is used to help and encourage staff to settle into their new roles and to achieve and maintain the standards required for the post. Until a member of staff has successfully completed their probationary period they will be entitled to statutory sick pay only, and the notice period required by either party is one week. For more information please refer to the **Probation Policy**.

Induction

It is the organisation's aim to support and develop staff in their role so that they feel confident to undertake the responsibilities placed upon them and ultimately are able to contribute to the success of the organisation.

New employees participate in a corporate induction training session, the purpose of which is to provide an overview of the organisation and our work, ensure new staff are acquainted with essential policies and procedures, and to introduce new staff to key people within the organisation. A workplace induction should also be carried out by the line manager once a new member of staff commences work. Other training is provided in accordance with the nature of your work and will be arranged by your manager.

Your personal development review (PDR)

Personal Development Review sessions are integral in aligning organisational, departmental and corporate objectives. PDRs give employees an opportunity, in conjunction with their line manager, to reflect on their successes, identify development opportunities and focus on key future objectives. PDR training is available to all line managers. More information on the PDR process along with staff and managers guidance notes can be found on SharePoint.

Training and ongoing development

Education and training are the key to ensuring high standards are achieved and maintained in all the services that the organisation provides.

Statutory training is prescribed by law and includes fire safety, health and safety and manual handling. Mandatory training is not prescribed by law but is essential training to enable staff to carry out their duties properly. Completion of statutory and mandatory training is compulsory for all staff. Most of this is done via e-learning and a list of any training required can be found on the education section of SharePoint.

Our Education and Training team provides a varied programme of additional training events across the

three sites. Details can be found on staff notice boards. Please refer to the **Education and Training Policy** available on SharePoint for further information.

Where a training need is identified that would require participation in an external training course, the employee should first speak to their line manager. If the line manager is in agreement, the member of staff can complete an ET1 form to request this training. The ET1 is available from the Education section of SharePoint, and once completed should be forwarded to the Education and Training team.

Secondments and attachments

Occasionally, there may be opportunities for employees to participate in secondments or attachments, either internally with other departments within the organisation, or externally with one of our partners. These opportunities can be hugely valuable, both to individual with regards to their personal development, and to the organisation in terms of building relationships with our partners and ensuring the skills of our staff are utilised to the full.

If, when an opportunity arises, you are keen to participate in a secondment or attachment you should make your interest known to your line manager. Where it is practicable to do so without putting an unreasonable strain on your role or your department we will seek to support you in undertaking any secondment/attachment opportunity.

Fundraising and your contribution

As a registered charity, a substantial part of our income is from voluntary donations, general fundraising and our charity shops. Staff are encouraged to participate in fundraising activities from time to time. If a staff member wishes to attend a fundraising event, they would be expected to pay the full attendance charge, unless they are asked by the organisation to attend as a representative of the hospice. The organisation's fundraising team is responsible for running fundraising events during the year to raise money for the hospice.

Any cash donations must be handed, with the name and address of the donor, to a member of the fundraising or accounts team for banking. All cash donations should be handed in immediately and a receipt given to the donor. Receipt books are held in each reception, in the fundraising office and in each shop and warehouse. Each shop has a donations button on the till register, therefore all donations must be processed using this procedure. Outside normal office hours, donations must be locked away securely.

Staff wishing to make a donation of goods can do so at any of our 32 shops. Additionally, our sites will occasionally run appeals for specific items to be donated to support a planned event.

You're moving on

It's always a sad day when one of our valued colleagues takes the decision to leave the organisation. However, when an employee wants to move on we wish them well and aim to offer them every support to make their leaving as stress-free as possible.

Retirement

The organisation does not enforce a mandatory retirement age for our staff. However, staff may choose to retire from their positions once they either reach State Retirement Age or the specified age at which they can draw on their occupational pension.

If you are considering retirement you are encouraged to discuss this with your line manager so that we can ensure the appropriate support is in place for you. Normal minimum notice periods apply should you opt to retire, although you are welcome to give advance notice of your plans.

Once you pass State Retirement Age your line manager will seek to maintain an open dialogue with you regarding your plans as part of your regular planned 1-1 sessions. We pride ourselves in being an equal opportunities employer and are committed to ensuring that no employee receives less favourable treatment because of their age. As such, employees can enter into discussions regarding their retirement

plans without fear of missing out on opportunities or being pressured into retiring from their post. Please refer to the **Retirement Policy** available on SharePoint for further information.

Resignation

Upon receipt of your resignation Human Resources will write to you confirming your last date of employment, your pro-rata annual leave allowance for the year-to-date and the arrangements for your pay.

Redundancy, capability and dismissal

Unfortunately, it is occasionally the case that the organisation will look to terminate an employee's contract, either as a result of their post becoming redundant, their ability to perform their role becoming impaired, or their conduct in post consistently falling below acceptable standards.

Where a redundancy situation does arise, the organisation will provide support to staff and will explore all options to avoid compulsory redundancies. This may include redeployment into suitable alternative positions, or offering the option of voluntary redundancy to interested staff. However, the constantly changing business environment means that, while every effort will be made to find a workable alternative solution, redundancy is occasionally inevitable. Please

refer to the **Redundancy Policy** for further information.

Where a member of staff is finding it difficult to perform their job due to a capability issue, the organisation will take all reasonable steps to support the employee so that they can once again perform their role to an acceptable standard. An employee will only be dismissed on capability grounds where all opportunities for improvement have been explored and acceptable improvement has not been achieved. Please refer to the **Capability Policy** for further information.

Notice period

Notice periods may differ dependent on the level and complexity of the post. Your notice period will be outlined in your contract of employment.

Garden leave

Following the provision of a notice of termination by either the employee or Pilgrims Hospices, the hospice may, in its absolute discretion require the employee to take garden leave for all or part of their remaining period of employment. The employee will not be allowed to perform any duties in line with their role unless specifically requested. Employees on garden leave should refrain from attending Pilgrims Hospices premises, contacting any of our customers, suppliers, employees, officers or representatives and should

also refrain from attending any Pilgrims Hospices public events on behalf of the organisation.

During this period employees should ensure they are available during normal working hours to deal with any work-related matters that may arise. In addition the employee will continue to be bound to their contract of employment and must comply with the organisations policies and procedures.

Employees will continue to receive their basic salary and other contractual benefits up to the final day of employment.

Annual leave

Any annual leave owing to you can, with the agreement of your line manager, be taken during your notice period. Otherwise, the value of any outstanding leave will be paid to you along with your final salary payment. Please refer to the **Annual Leave Policy** available on SharePoint for further information.

Exit interviews

Exit interviews provide the organisation with a valuable insight into why people are leaving, and allow us to implement any changes that may improve staff retention.

Leaving the organisation

Upon leaving the organisation staff must return all the organisation's

property e.g. mobile phones, iPads, documentation etc. Where property is not promptly returned a deduction will be taken from your final pay and held back until such time as the property is returned to us.

References

Upon request the organisation will provide a reference, confirming dates of employment etc for those members of staff who have left or are leaving the organisation.

Your further information and contacts

Media policy

The reputation of the organisation in the community is vital to our fundraising programme. All media enquiries relating to fundraising activity and hospice events should be referred to the Marketing and Communications department.

Staff should not make any comments themselves to the media on issues relating to the organisation. Please refer to the Marketing and Communications Hub which can be found on SharePoint for advice on handling a media call.

Use of hospice facilities

The organisation may provide you with access to email and telephone

facilities as well as the internet in order to enable you to perform your role. We allow staff reasonable use of these facilities and personal use during breaks is not prohibited.

However, inappropriate or excessive personal use of these facilities will be investigated and may result in disciplinary action up to and including dismissal. The hospice reserves the right to carry out ad hoc or routine monitoring of the use of email, internet access and telephone calls. Please refer to the **Acceptable IT Use Policy, Information Technology, Mobile and Telephone Policy; and Social Media Policy** for further information.

Pilgrims team pledge

I confirm I have read Pilgrims Hospices Staff Handbook, and understand it is my responsibility to act in accordance at all times.

Name: _____

Job Title: _____

Signature: _____

Date: _____



Find out more about
our work and other ways
you can support us.

Email: eastkent@pilgrimshospices.org

Visit: www.pilgrimshospices.org  [pilgrimshospices](https://www.facebook.com/pilgrimshospices)  [@PilgrimsHospice](https://twitter.com/PilgrimsHospice)

Our hospices:

56 London Road, Canterbury,
Kent CT2 8JA

Call: 01227 459700/812612

Hythe Road, Willesborough,
Ashford, Kent TN24 0NE

Call: 01233 504100

Ramsgate Road, Margate,
Kent CT9 4AD

Call: 01843 233920

