



Workforce strategy & delivery plan 2025-2028

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One workforce, thriving together

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Foreword

Our people are our greatest asset. This has never been demonstrated more clearly than over the last 18 months, when our workforce has shown their commitment to enabling and providing personalised care in a challenging, changing and demanding Health and Social Care environment.

I am pleased to launch the Dorothy House workforce strategy 2025–2028: *One workforce, thriving together.*

This is an ambitious but achievable strategy, which recognises the vital role our people play and creates the conditions for everyone to be their best.

Strategically aligned with our organisational strategy ***“It’s personal”***, this strategy brings our purpose – to empower, collaborate and deliver so that no one faces death alone – into practice. It emphasises compassionate leadership, inclusivity, wellbeing and meaningful development.

At Dorothy House, paid and voluntary colleagues work side by side, integrated in clinical and social care, the community, fundraising, retail and enabling functions. Every role matters. This strategy seeks to strengthen the way we work together, supporting individuals, teams and the wider workforce to grow, connect and succeed.

We are building on strong foundations: shared values, behaviours, and our Leadership Framework/The Deal that guides how we lead and how we show up. This marks the beginning of the shaping of a defined cultural vision, with a clear intent to foster a culture where diversity is celebrated and everyone feels included, recognised and valued for the contribution they make to the charity.

Guided by The Deal, embedded in the Leadership Framework and encompassing the Volunteer Pledge, we have set out clear behaviours and mutual expectations that underpin how we lead and collaborate. This strategy builds on that foundation, focusing on what matters most; equipping and supporting our people to make a difference, every day.

Informed by our current workforce profile and enabled by a range of robust policies and processes, this strategy sets the direction for the next three years as we navigate challenges, respond to change and embrace opportunity.

Together we are one workforce, connected by purpose and driven by our collective ambition. This strategy is our shared commitment to building a confident, competent, diverse and resilient workforce that enables the very best of Dorothy House, now and into the future.



Director of People & Services

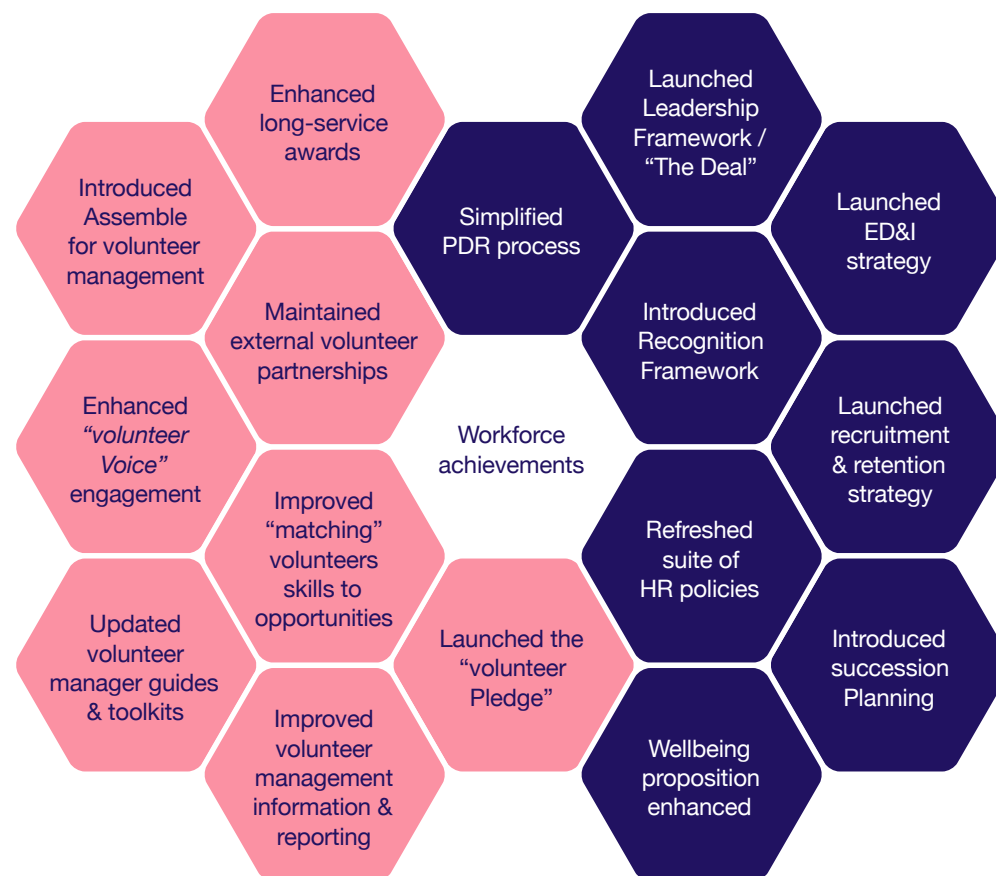


Introduction

Our **‘One workforce, thriving together’** strategy is the keystone of our broader organisational strategy *“It’s personal”* and aligns with wider functional strategies developed across all Dorothy House. It outlines our commitment to creating an environment where our workforce is **well-led, happy, empowered, skilled, resilient and efficient**, enabling the delivery of compassionate, best-practice care and driving system-wide impact.

This strategy sets out how we will develop the capacity and capability of our workforce to support the priorities identified in the organisational strategy. Building on the success of our previous people plan and volunteer strategy, it goes further by embedding inclusive approaches that bring together our paid and voluntary colleagues as one unified workforce, with a common purpose.

Some of our achievements, delivered since the last people plan and volunteer strategy are illustrated in the diagram below. This has provided us with an excellent platform to build on. We will continue to ensure that we develop our workforce and provide them with an environment that enables us all to realise our collective and individual potential, supporting the delivery of best practice across all areas of the Hospice. This relies on all of our workforce having a shared sense of direction and a commitment to growing together, with purpose and integrity



Context

It is important that we understand our workforce and the challenges we face in a local, regional and national context in order to address future demands on Dorothy House.

The challenge to recruit and retain the right people, with the right skills at the right times continues for national and local hospices and organisations in the wider Health and Social Care sector.

Dorothy House is not immune from these challenges. The actions outlined within this strategy will, however, consider these alongside our existing workforce profile, to identify and adopt innovative, creative and integrated solutions that will help us overcome these together.

The diagram opposite illustrates some of our key challenges.



Our vision

Driven by four strategic priorities over the next three years (see below), we will concentrate our efforts to ensure that every member of the workforce has the support, skills, and environment they need to thrive and grow.

We are committed to fostering a culture of inclusivity, collaboration, and continuous learning—where every individual feels valued and empowered to contribute their best. Through our education and development strategy, we will cultivate a learning environment that equips our people with the knowledge, skills, and confidence to grow and adapt, strengthening our collective impact across Dorothy House.

Our workforce strategy will enable the competencies, capabilities, and leadership required to deliver the outcomes-based, personalised, and compassionate care outlined in our Care Services strategy

Workforce digital capabilities, innovation readiness, and future-facing competencies will be strategically developed through our digital strategy, ensuring our workforce remains agile, responsive, and equipped to deliver digitally enabled care and organisational effectiveness. Our vision is:

“A thriving workforce, united in a shared purpose.”

Our strategy invites every member of our workforce to align behind a shared purpose, bringing their energy, values, and commitment to the journey we are on together.

With this clarity of purpose comes a shared understanding of how we work, lead, and collaborate. We recognise that not everyone may feel in step with this direction — and that’s a valuable insight in itself. What matters most is that each of us engages with intention and a sense of belonging.

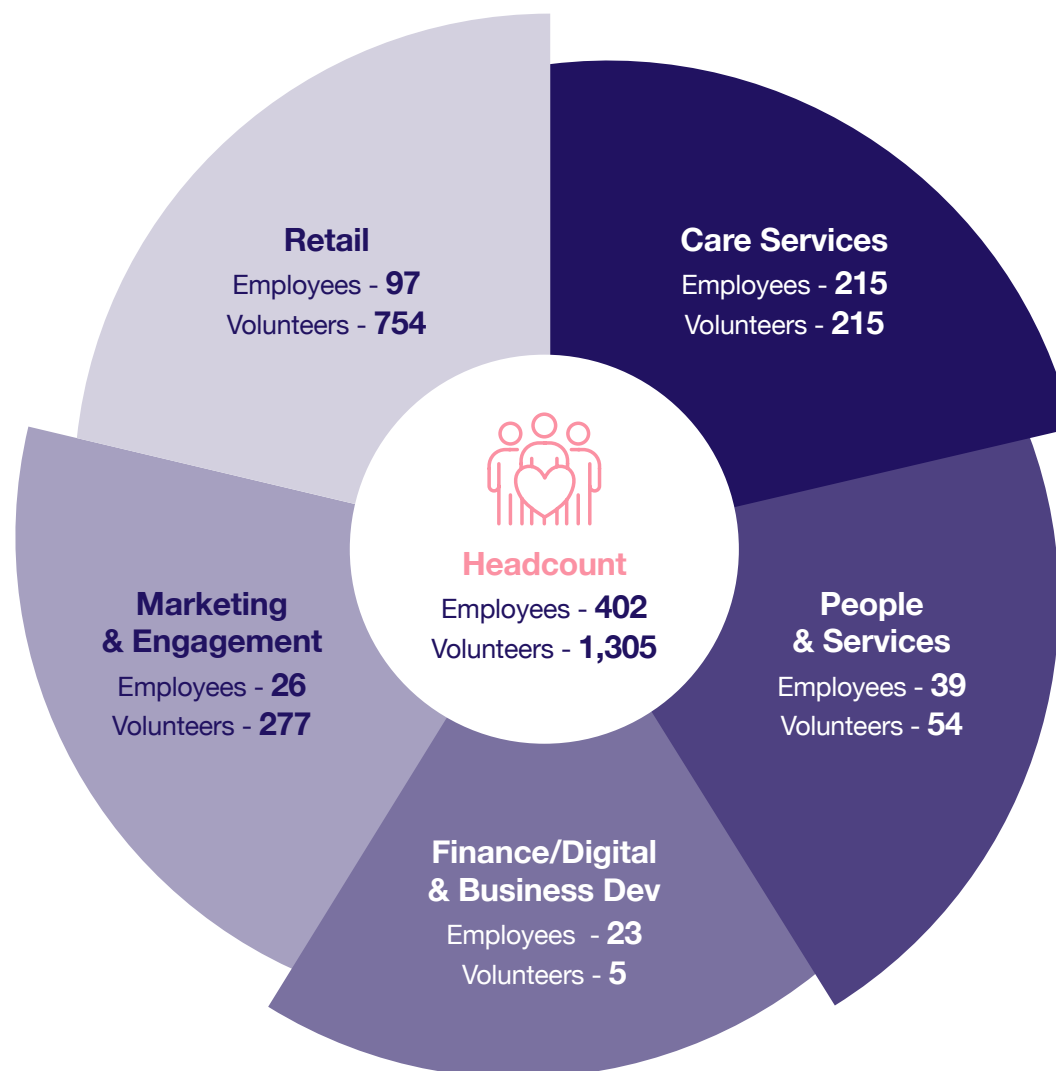


Our workforce profile

Understanding the profile of our workforce helps us to plan for the future. Dorothy House is committed to inclusivity and equality. In particular, promoting equality of opportunity for all and a culture that values differences.

As an employer, we want to ensure our workforce is representative of the community it cares for and that we attract and retain talented employees and passionate volunteers, from a wide range of backgrounds with diverse skills and experiences.

We pride ourselves on engaging and employing a diverse, professional, and multi-skilled workforce. Our organisation spans a wide range of functions, roles, and services, operating across various clinical, non-clinical, and commercial disciplines and environments. We are structured to deliver our core care, enabling, and business functions as follows¹:



¹ Headcount figures correct as at May 2025

Our workforce priorities

These four strategic priorities form the foundation of 'One workforce, thriving together'.

They reflect a common direction of travel — one that invites all of us to lead, collaborate and grow in service of our shared purpose.

These four strategic priorities, backed by our delivery plan (see Appendix 1) form the foundation of 'One workforce, thriving together' and are explained further overleaf.



Our workforce priorities (cont.)

One workforce, one purpose

We are stronger together. Whether paid or voluntary, clinical, retail or enabling, every role is key to our shared success.

United in purpose, we deliver compassionate, best-practice care to those living with life-limiting conditions.

Guided by our Leadership Framework and Volunteer Pledge, we recognise that great care happens when people feel empowered, appreciated and connected.

Purposeful careers & workforce stability

We recognise that both staff and volunteers seek roles that bring purpose and satisfaction.

We will create meaningful opportunities for all and develop our workforce to contribute, grow and adapt in their roles.

By doing so, we will strengthen workforce stability and readiness for the future.



Consistent & compassionate leadership

Our Leadership Framework defines our Deal—how we expect leaders to lead with accountability, inclusivity, integrity, and purpose.

We will strengthen our workforce's capability for collaboration, developing the skills needed to lead across boundaries.

Systems thinking, partnership development, and collaborative leadership will be central to delivering joined-up, personalised care with our community and healthcare partners.

Nurturing wellbeing and resilience

Caring for ourselves enables us to care for others.

We will nurture a culture where open conversations about the emotional impact of our work are encouraged and normalised, ensuring our workforce feels genuinely supported, valued, and resilient in the face of challenges.

How we will deliver our workforce strategy

Aligned to the organisational strategy 'Its personal', the three strategic pillars **Empower**, **Collaborate**, and **Deliver**, shape how we will bring our workforce strategy to life.

Each represents a core condition for building a culture where our people can thrive, grow, deliver on our shared purpose, and achieve The Deal Pledge of 'enabling the delivery of more care'.

1

Empower

We will equip our workforce with the skills, confidence, and opportunities required to grow, develop, and make meaningful contributions, supporting both individual and collective empowerment.

2

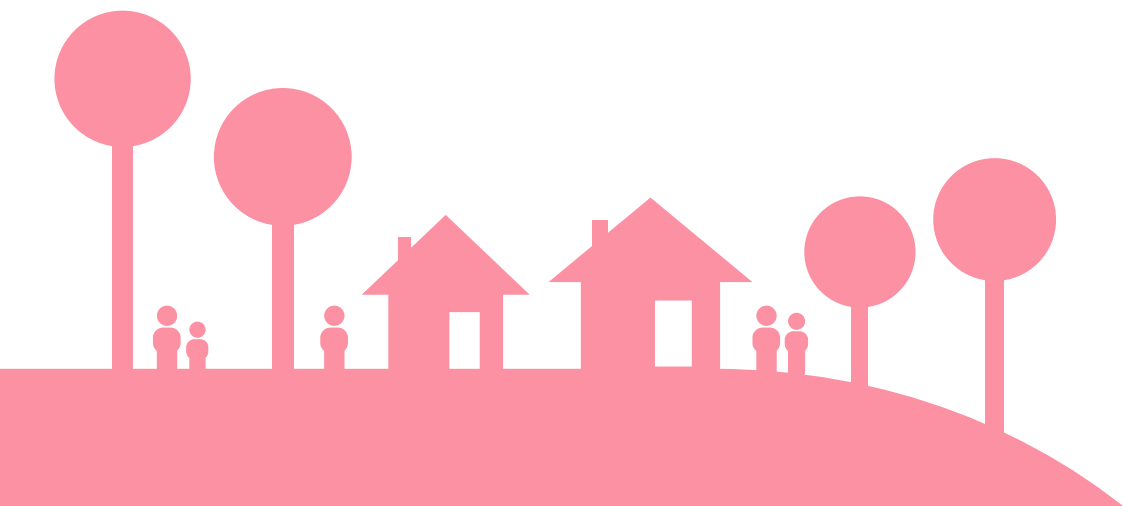
Collaborate

We will actively strengthen collaboration and integration across teams, fostering learning, innovation, and connection, to achieve our vision of a thriving workforce, united in purpose.

3

Deliver

We will deliver an effective, purposeful, inclusive, and supportive environment where every individual feels genuinely valued, recognised, and equipped to succeed, ensuring that collectively we deliver exceptional outcomes aligned with our ambitions.



Appendix

Appendix 1: How we will achieve our strategy: headline 3-year plan

Workforce strategy – 3 year headline plan

Workforce strategic priority	Year 1		Year 2		Year 3	
1 One workforce, one purpose	<ul style="list-style-type: none"> Launch “One workforce” campaign Deliver strategic workforce plan Launch unified recognition framework ^ Refresh ED&I approach 	<ul style="list-style-type: none"> Introduce “know your Hospice” sessions & walk in my shoes sessions Align Volunteer Pledge with “the deal” Establish structured “check in’s” for volunteers 	<ul style="list-style-type: none"> Integrate “know your Hospice” & “walk in my shoes sessions” Introduce cross functional collaboration projects Pilot shared reflective spaces Introduce structured, cross-functional feedback and recognition cycle 	<ul style="list-style-type: none"> Align volunteer managers development to Leadership Evaluate effectiveness and inclusivity of recognition framework Framework 	<ul style="list-style-type: none"> Fully embed recognition framework & cross-functional programmes Case study walk in my shoes and collaboration projects. Introduce regular organisation-wide reflection forums 	<ul style="list-style-type: none"> Monitor leadership alignment with The Deal Introduce mechanisms for staff-volunteer joint decision-making, & ownership
2 Consistent, compassionate leadership	<ul style="list-style-type: none"> Launch induction for new managers On-demand management essentials for managers & aspiring leaders Provide access to external leadership insights 	<ul style="list-style-type: none"> Deliver Formal Leadership Programme and bespoke SLT development Develop light-touch volunteer check-ins Review Freedom to Speak up Guardians approach 	<ul style="list-style-type: none"> Embed coaching for performance Expand mentoring & peer learning across departments and roles Roll-out clinical performance framework 	<ul style="list-style-type: none"> Extend leadership support to those managing volunteers Refine the performance and pay progression frameworks Introduce structured feedback loops 	<ul style="list-style-type: none"> Embed performance frameworks (retail, enabling, and clinical) Review Leadership Framework/The deal Procure organisation culture assessment tool 	<ul style="list-style-type: none"> Share leadership case studies & good practice Establish future leadership development programme
3 Purposeful careers & workforce stability	<ul style="list-style-type: none"> Align the Leadership Framework/The Deal across all roles, including clinical Enhance Competency Framework, ensuring digital & future-readiness Co-design a development programme for non-clinical workforce 	<ul style="list-style-type: none"> Review/refresh Core Induction Co-design digital development Consistent work environment across all sites (Hospice, retail, community) programme 	<ul style="list-style-type: none"> Education for retail managers, capability, retention, progression Embed the enhanced competency framework into recruitment, PDRs, and ongoing education 	<ul style="list-style-type: none"> Launch cross-role mentoring, reverse mentoring, internal mobility pathways Embed digital capability goals into career pathways & PDRs 	<ul style="list-style-type: none"> Evaluate impact of career interventions on retention and satisfaction Implement structured succession planning & talent mapping Monitor and increase internal career moves across departments and services 	<ul style="list-style-type: none"> Embed career development into workforce planning & team objectives Establish Future digital development/non-clinical education needs
4 Nurturing wellbeing & resilience	<ul style="list-style-type: none"> Communicate the emotional complexity of our work, normalising open dialogue around wellbeing Promote personal responsibility for wellbeing through education resources & reflective tools Deliver real-time support to our in response to traumatic experiences 	<ul style="list-style-type: none"> Review, formalise & strengthen clinical supervision models Launch wellbeing focus groups to surface lived experience & co-create priorities Analyse Sickness Absence to inform future improvement 	<ul style="list-style-type: none"> Embed proactive peer support & supervision sessions across workforce Standardise access to emotional support Train managers to lead psychologically safe teams & support emotional wellbeing 	<ul style="list-style-type: none"> Launch wellbeing surveys to enable responsive improvement Embed emotionally intelligent practices into everyday team culture 	<ul style="list-style-type: none"> Embed measurable wellbeing indicators, including regular pulse surveys, to monitor and improve support Embed wellbeing into leadership practice, team routines, and workforce planning cycle Sustain trauma-informed, in-the-moment support pathways 	<ul style="list-style-type: none"> Evaluate and adapt through feedback lived experience forums Strengthen employee recognition framework to align with wellbeing, inclusion, and compassion in practice

An organisation that is well led, happy, empowered, skilled, resilient & efficient

Implement, deliver and maintain legislative compliant workforce management & governance. Continually evolve, adapt and improve our workforce value proposition.

Appendix 2: How we will measure success



Appendix 3: Outcomes and how it will feel for our people



Well-led

Workforce have leaders who are developed into roles, and share expectations and clear lines of accountability.

Workforce are led by top-quality leadership who reflect, champion and live the Dorothy House values.

Workforce feel their developed, valued and engaged by their line manager.

Workforce who show talent and a desire to progress are recognised, nurtured and managed effectively.



Happy

Workforce feel motivated, valued and recognised for outstanding effort, performance and commitment.

Workforce can bring their whole selves to work in an inclusive environment.

Workforce feel listened to, trusted & empowered to make a difference.



Empowered

Workforce have access to clear and consistent policy, guidance and processes to manage their people.

Workforce feel confident, competent and enabled to manage people management activities effectively.

Workforce can access HR systems and technology make it easier to access & get answers to HR queries.



Skilled

Workforce have clear career paths in place to help develop within their roles or progress to meet wider aspirations.

Workforce have the right people with the skills around them where and when it's needed to enable success.

Workforce feel there is investment and commitment for their development, personal and professional growth.

Workforce have the skills and resources they need for success.



Resilient

Workforce has access to resources that maintain their physical, mental and financial wellbeing.

Workforce feels cared for, supported healthy and able to achieve their full potential.

Workforce feel able to influence, embrace and respond to change positively.



Efficient

Team members work together seamlessly, sharing information & ideas to achieve common goals.

Workforce prioritises tasks effectively, ensuring that efforts are aligned with organisational objectives.

Workforce quickly adjust to changes and overcome challenges, maintaining productivity and morale.