

Our People Plan



We want to ensure that Exemplar is an inspiring place to work and that we are an employer of choice. Our People Plan allows us to focus on and achieve this.

The People Plan is our strategy for every element of people management and leadership and sets out our future strategic direction.

The Plan includes six sections and each section brings together all the work we are doing to support colleagues so that you feel engaged, safe, well, appreciated, developed and ultimately more confident in your role.

1. **Colleague communication & engagement**
2. **Recruitment & talent management**
3. **Health, wellbeing & community**
4. **Learning & development**
5. **Organisation structure & culture**
6. **HR consistency & metrics**

Our People Plan ensures our people are at the heart of everything we do and helps illustrate how we will support you through every stage of your working life.

As we expand on our People Plan, it will improve our working lives and allow us to give the best care to our service users, by helping us to establish key processes, standards and consistency across all Exemplar homes.

Ultimately it will give us a framework to ensure that our people have the right skills and competencies to meet what Exemplar needs today and in the future.

Our Values



Fun

We encourage a fun environment for those who care and those who are cared for to promote good health and happiness.

Integrity

We promote trust by leading through example.

We will tell the truth, be honest and act with transparency – always - no matter how difficult.

We are loyal to those we care for and work with.

Responsive

We have a listening culture and when we hear something is needed we respond quickly, diligently and always with a smile.

We are responsible and always approachable.

We hold ourselves and others accountable for doing what we say we will and behaving in line with the Exemplar values.

Success

By always doing our very best we aspire to be outstanding and seek to inspire others.

We are driven to do our best and will strive to make every day better for all our People.

We work towards a culture of continuous improvement individually, as a home and as an organisation.

Teamwork

We are kind, committed and always there for each other.

We work together to support one another in all we do.

Our values are important as they help us to understand what we do well and what we could improve and they develop our ways of working. We have Values Champions in each of our homes, who actively promote and live our values. If you are interested in finding out more or becoming a Values Champion, please contact a member of the HR team on hr@exemplarhc.com.

Supporting your career at Exemplar

The following describes the operations career pathway and job family at Exemplar to enable colleagues to see how they could progress a career within the function and understand the skills, development and experience required at each level.

Each level builds upon the essential criteria needed in the previous role so that colleagues can clearly see what's expected. Until all deliverables within the current role are met e.g. all mandatory training is up to date, colleagues cannot apply / progress to the next level.

It is important to set the required standard of both performance and behaviours as most of our leaders come from within the operations job family.

1. Care Support Worker

- all mandatory training is up to date
- completed Skills Care Certificate
- PDR is rated as 3 as a minimum (meets requirements and role models most critical success factors in the Leadership Framework). Aiming for 4 (exceeds targets and consistently role models critical success factors in the Leadership Framework).

2. Care Support Worker NVQ 2

- all criteria as per Care Support Worker are met
- qualified NVQ 2 (as a minimum).

3. Care Team Leader

- all criteria as per Care Support Worker NVQ2 are met
- qualified NVQ 3 (as a minimum) or relevant work experience and/or tracheostomy, PEG and catheter care trained
- Actively supports the Nurse in charge.

4. Nurse Associate (NA)

- all criteria as per Care Team Leader
- Trainee Nurse Associate (TNA) apprenticeship completed and manages the unit/OneCare in the absence of a Nurse.

5. Nurse

- all mandatory training is up to date
- PDR is rated as 3 as a minimum (meets requirements and role models most critical success factors). Aiming for 4 (exceeds targets and consistently role models critical success factors).
- Nurse qualified (RGN/RMN/ LD Nurse)
- Is proficient in writing comprehensive care plans
- Is a mentor/sign off mentor (supervisor/assessor).

6. Unit Manager/Senior Nurse

- all criteria as per Nurse
- has strong leadership potential.

7. Clinical Nurse Manager (CNM)

- all criteria as per Senior Nurse
- has proven leadership experience and is evidenced
- has experience of supervising nurse and care colleagues.

8. CNM/Head of Care (40 plus Beds)

- all criteria as per CNM.
- has a strong track record of delivery and leadership behaviours as a CNM in a smaller home
- displays clear leadership competencies as well as critical success factors which is evidenced
- is developing leadership competence e.g. via the Exemplar Leadership Academy.

9. Home Manager

- all criteria as per CNM.
- may be a qualified nurse. Not required to have been a CNM if an external candidate.

If not a registered nurse, needs to register for the Level 5 Diploma in Health & Social Care and obtain the qualification as part of their development

- has attended the Home Manager Development Centre and has a robust development plan
- strong track record of leading teams which is evidenced
- occupancy/clinical/people metrics all in the required range
- demonstrates commercial awareness in decision making
- is aware of and positively implements people practices to engage, motivate and get the best out of their people and teams
- home is rated as good or outstanding by the CQC.

10. Home Manager/General Manager (40 beds plus)

- all criteria as per the Home Manager
- clear evidence of managing a Home / business and understands the commercial aspects of Home Management.

11. Commissioning Home Director (CHD)

- all criteria as per the Home/General Manager (40 beds plus)
- experience of commissioning homes and leading to a good/outstanding CQC rating
- evidence of strategic thinking and project management skills and is evidenced
- has clear leadership capability and has the potential to stretch further
- has attended the CHD development centre and has a robust development plan.

12. Regional Director of Operations (RDO)

- all criteria as roles 10 opposite
- has clear leadership capability and has the potential to stretch further
- has experience in turnaround homes with complexity
- evidence of strategic thinking and ability to manage through multiple teams
- has attended the RDO development centre and has a robust development plan.

13. Senior Director of Operations (SDO)

- all criteria as per the Regional Director of Operations
- has experience of managing a region / multiple homes
- has experience in a Regional Director of Operations / Head of Operations / Operations Director role in similar complex healthcare settings
- capable of sitting on the Exemplar Operational Board of Directors.