

Connect Health Case Study

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thinking

Winner

CIPD
People Management
Awards 2020

Connect Health - case study.

About the client

Connect Health is a leading community services healthcare provider encompassing mental health, IAPT, psychological interventions, physiotherapy, MSK (musculoskeletal) conditions, chronic pain, orthopaedics, rheumatology and occupational health services, serving over 350k NHS patients pa across 28 NHS CCGs/Trusts and 100+ occupational health physiotherapy services.



*Bee Who you
Want to Be...*

Purpose of the project

The purpose of the project was to consolidate Connect's position as an employer of choice within their industry sector and to create a **fulfilling** and **positive workplace**.

Connect recognised the potential and value for both the business and employees themselves in finding ways to tap into the diverse strengths, talents and experiences across their workforce.

Focus of the project

'Bee who you want to be' was a distinctive, innovative and evidence-based approach to bring job crafting to life within Connect. The project was focused on enabling people to bring their whole and best selves to work by making small individual and personal changes and improvements to their jobs.

The **4** stages of the project.

Phase 1

Design and cultural fit

Testing whether job crafting worked for Connect and employees valued the approach.

Phase 2

Designing job crafting conversations canvas

Creating canvases for coaching conversations between managers & individuals themed around different job crafting types.

Phase 3

Delivery

The launch of job crafting conversations across Connect supported by training sessions and digital learning material.

Phase 4

Review

Evaluating whether the project was having the planned impact.

Bee who you want to be - exploring your tasks



1) Energy

A) Reflection: What activities give me the most energy? What drains you?

B) Activity: List 2 activities that give you energy & 2 which drain your energy

Give

Take away

1. _____

2. _____

C) Exploration: What activities and tasks do you enjoy doing the most? Why do you think this is?

2) Strengths

A) Reflection: What do you feel are your personal strengths?

B) Activity:

On a scale of 1 - 10, to what extent do you feel you are able to apply your strengths at work? (1 - never, 10 - all the time)

1

10

C) Exploration: How could you apply your strengths more in the work you do? What could Connect do to support you?

3) Your future

A) Reflection: What are your career and future work aspirations?

B) Activity: What would be your dream job in the future? (internally or externally)

At Connect

External to Connect

C) Exploration: What actions can you take to achieve your future plans? How could Connect support you?

4) Experimentation & Action

Exploration:

What ideas do you have to make your work better?

What could you experiment with?

If you could make one small change to the way you work what would it be?

What support do you need to achieve this?

What action(s) are you going to take as a result of this discussion?

Activity: Your notes on changes you want to experiment with

This is a copy of the job crafting conversation canvas themed around task crafting.

Outcomes - what.

KEY outcome

People were given **increased flexibility** and **control** of their jobs on a day-to-day basis which **drove innovation** and **engagement**.

£396,000  saved through reduced employee turnover

7%  Intention to stay at the company
Increased attraction rates

4,900  days reduction of sickness absence

Additional

positive outcomes associated with the project

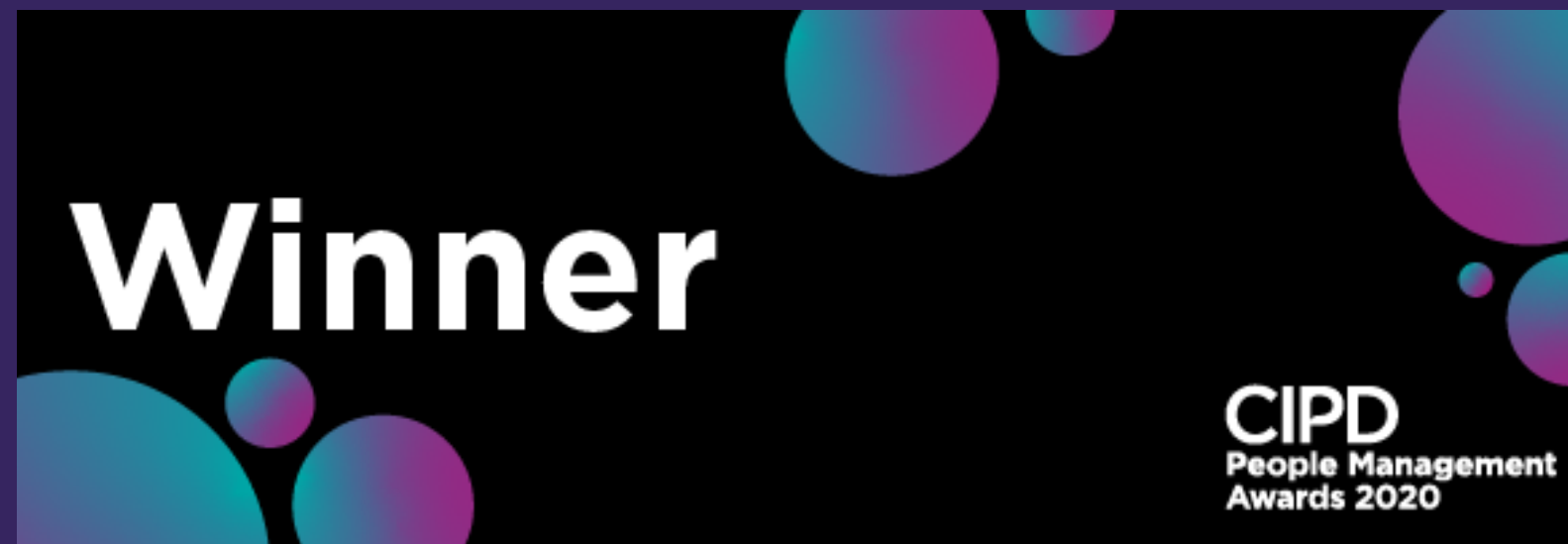
88%  applied job crafting to their roles giving more people ownership over their jobs and careers.

11%  in ratings of Connect as a ‘Healthy place to work’

13%  in engagement levels

CIPD Awards - winners.

This project won the CIPD award for best HR Consultancy of the year in 2020.



"What most impressed the judges about Tailored Thinking was the HR consultancy's distinctly innovative and evidence-based approach to the job crafting initiative delivered for Connect Health, which "improved working lives across the organisation" and left "an impressive legacy".

CIPD Judging panel feedback

88% of employees applied job crafting & 98% said they could apply this to their own role.

Impact - feedback from the people team.



Sarah Dewar*

Director of people at Connect Health

"Job crafting has now become a way of life within the company, with crafting conversations taking place at all levels of the organisation".

*Sarah is now Chief People Officer at Mental Health Concern

"Tailored Thinking are a refreshing and distinctive consultancy who balance taking an evidence-based approach with the practical challenges of gaining buy-in for, and delivering, solutions in, a fast changing and complex business environments".

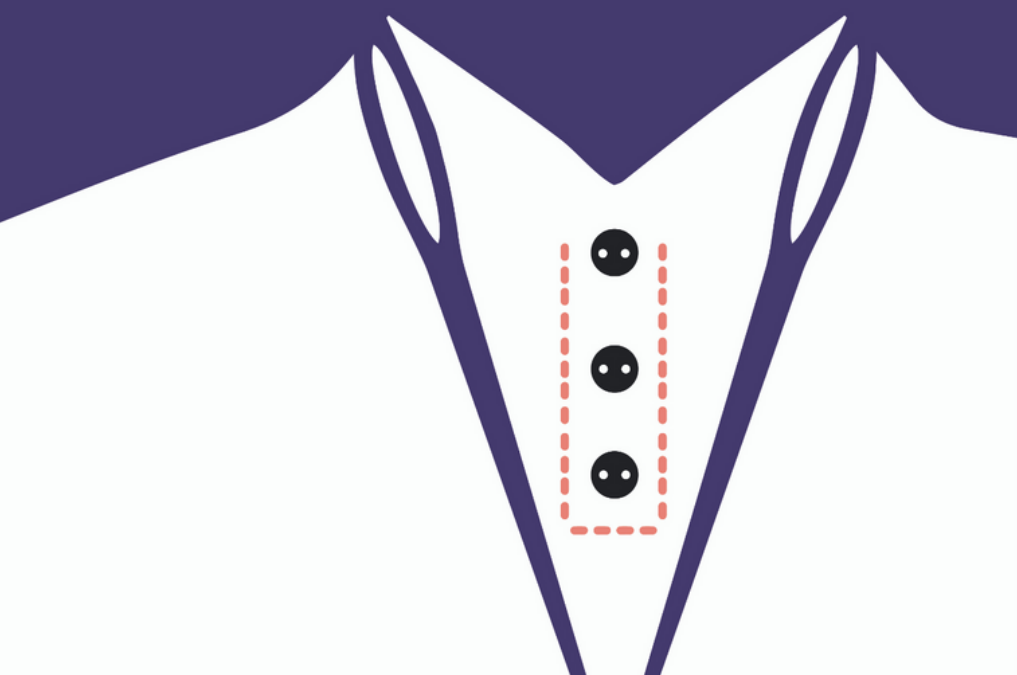
"Job crafting underpins and enables innovation and creativity which is critical to our continued growth and progression and has made both a significant and sustainable difference to our business".

Lisa Davidson

Chief People Officer



Participant feedback



**“this shows
me that
Connect care
about me as
an individual
and not just a
physio”**

**"I've never
been
encouraged
to make my
job better
before"**



Examples of how people brought job crafting to life at Connect Health.

Walking meetings, task shadowing, 15 minute walks at lunchtime, volunteering for projects, writing thank you notes to colleagues, listening to physio themed podcasts on walk to work, making a diary note of the best interactions patients, daily popping into someone else's office to see how they are doing, having a formal plan for each day, switching phone and email off in the evenings, starting a breakfast club, mindful walking up and down the corridors to collect patients, re-framing the importance and value of writing proposals, investing an additional 5 – 10 minutes twice a day with patients who need it most. Protecting the first 30 minutes of each working day to focus on specific tasks and activities.

Make work better

Make better work

Tailored Thinking are a **positive psychology, wellbeing and HR consultancy.**

We support organisations to reach their highest levels of potential, bringing the best out of people, through training and collaborative consultancy and design.

We are a friendly and curious bunch. So if you have any feedback or questions about this case study or other ideas to make work better then get in touch.

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