

# INVESTORS IN PEOPLE®

We invest in people



## Feedback

### Dot Medical Ltd

Project number: NOR -23-00597

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# You did it!

## **INVESTORS IN PEOPLE**<sup>®</sup> **We invest in people** Standard

You're at the standard level of our We invest in people accreditation.

### Detailed feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next

## Key dates

| Accreditation date | 12-month meeting | 24-month meeting | Accreditation expiry |
|--------------------|------------------|------------------|----------------------|
| 30/05/2023         | 21/04/2024       | 21/04/2025       | 21/04/2026           |

# At a glance

I am pleased to confirm that you continue to meet the *We Invest in People* standard, having met all of the indicators at the developed level, which means each of the indicators under the areas of “leading”, “supporting” and “improving” the experiences of your people are in place and understood by everyone that works at Dot Medical.

You describe your ambition as “Pioneers for Life”: making sure you provide the best possible support for the medical community and to provide the tools for the cardiologists to be able to carry out their work to the best of their ability - whilst always putting the customer first. This ambition is aligned with your mission, your core values and behaviours that all of your team members share and talk about with passion.

Your people talk about “belonging to a family”, about working in a friendly, flexible, open, honest and supportive environment. Conversations with team members confirms that your people feel they are trusted, empowered and well-led, that their contribution is valuable, they have opportunities to develop and that their future is important to you and there are examples of how this has improved their skills and their roles. It is clear you have created a culture of respect and compassion, where people want to come to work, where they want to do a good job, and they feel rewarded for it. This is further evidenced by your registration with the Care Quality Commission where one of the key areas in the registration is “Well-Led”. This registration demonstrates your passion for providing an excellent experience for your customers and ensures that you provide people with safe, effective, compassionate, high-quality care and are encouraged to continually improve the service you provide.



## Mission Statement

"Dot Medical is committed to providing exemplary Quality, Service and Leading Edge Technology in the field of Health Care with specialism in Cardiology"

## Our Core Values

- Focus on Customers
- Work as a team
- Respect Others
- Behave with decorum



Your investment in employing a quality assurance team impacts all areas of the business, including the development of policies that support your people and comprehensive job descriptions that are reviewed regularly to include expectations of all roles as they evolve.

I thoroughly enjoyed meeting your team members and was very interested to hear about their journeys since joining Dot Medical, from the recruitment process of finding the best people with the right personalities and attitudes for Dot Medical, rather than qualifications, leaving scope to support people to gain skills; to identifying potential for people to learn completely different skills, to expand their knowledge and to experience other areas of the business that might not have been possible for them to do in other organisations, creating opportunities to develop and evolve within the team and I have included these examples under the indicators in the report.

The conversations and desktop review have highlighted opportunities to develop the informal support and processes already in place to include a well-being strategy, values-based interview assessments/questions for future recruitment, leadership development training as you grow the team and a sustainability policy.

# What to be proud of

- Your culture reflects the values that you have set out as “The Dot Way”, where the customer is at the centre of every decision, your people work as a team, are respectful and behave with decorum.
- Your people feel valued and know that they are important to you, in return they want to stay with you, they enjoy their roles and you are able to grow your own leaders for the future.
- You have a culture of trust and innovation - your people feel able to raise issues, to bring new ideas and are not scared to make mistakes - a great culture where your people, and Dot Medical, can thrive.
- You celebrate success in many ways, from verbal praise in the daily zoom call and a “happy file”, to a target related bonus and company shares - involving everyone, creating motivation and an excellent team environment.
- You have developed a reputation where customers (individuals and professionals) trust you and know that you will make recommendations and decisions that are in their best interest.
- Your approach to finding the right people with the right attitudes first, and offering training and qualifications to develop their skills, has created a high performing, highly motivated team.

# Congratulations on achieving We invest in people accreditation!

**You care** about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

# What to work on

To meet your ambition and your growth plans to continue to achieve your mission, focus on:

- Formalising well-being support
- Recruitment advertising and process
- Leadership and management training
- Sustainability policy

## Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

- **Leading and Inspiring People and Building Capability:** As you grow your own leaders and, perhaps recruit new ones:
  - Consider introducing a catalogue of tools, e-learning, courses and qualifications to support excellent line management, leadership and softer skills to support your culture
  - Consider producing a succession plan to identify how, as the business grows, specialist roles will develop and where accountability and responsibilities need to be amended to meet these changes
  - Your appraisal documentation is very thorough and everyone said that they thought this was a great opportunity to review aspirations, targets and objectives; you might want to add a written review at 6 months or even 3 months to keep objectives discussions live and current. You may also like to consider introducing a 360 which is a useful way to get feedback from peers and even customers to help people develop their self-awareness and continuous learning.
- **Building Capability - Build on your commitment to finding the right people for your culture:**
  - Enhance your recruitment processes by creating values-based interview questions, both generic and role specific; this would help to ensure you evidence equality and diversity, as well as ensuring you pull out all the interpersonal skills that you are looking for during the application and interview process.
  - Consider a “new starter interview” - a meeting that focuses on more detail of the aspirations of the employee, their flexibility, the way they prefer to communicate/ style of learning and decision making - to deepen understanding for everyone.
  - Your website is easy to follow and contains information on how to find out more about careers with Dot Medical. You could include your values and some testimonials about what its like to work here and even develop a values-based questionnaire.
- **Creating sustainable success - Include a sustainability policy and add this to your website to show your commitment to practices and standards to meet your legal, social and environmental obligations. A realistic and action-driven sustainability policy is now a critical element to a company's overall business strategy and can support both long-term growth and profitability.**
- **Managing Performance - Further to the recent mental health training attended by your quality coordinator, and the informal support you provide for your people inside and outside of work, you could include a well-being strategy within your business plan. This could include a well-being policy, training for recognising and supporting mental health, well-being initiatives and signposting for support. This will ensure that your people know what to do, who to ask and where to go if they or their colleagues need any help and ultimately supporting them to be their best.**

# What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

## WHO?

The meeting will include: Ian, Denise, Melanie and Heather.

## WHEN?

The feedback meeting is scheduled for 21/6/2023 at 10am.

## WHERE?

We'll meet on zoom.

## WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan**, which we'll be able to review one and two years on.

# To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years on from this assessment.

# Don't forget to celebrate!

**Let your people know** how you did. **Reward them** for their hard work and **include them** in the journey you're on.

# Assessment results

## Your results by indicator

| INDICATOR                                       | THEME   | DEVELOPED |
|---|---|-----------|
| LEADING AND INSPIRING PEOPLE                    | Creating transparency and trust                           | ✓         |
|   | Motivating people to deliver the organisations objectives | ✓         |
|   | Developing leadership capability                          | ✓         |
| LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS | Operating in line with the values                         | ✓         |
|   | Adopting the values                                       | ✓         |
|   | Living the values   | ✓         |
| EMPOWERING AND INVOLVING PEOPLE                 | Empowering people   | ✓         |
|   | Participating and collaborating                           | ✓         |
|   | Making decisions  | ✓         |
| MANAGING PERFORMANCE                            | Setting objectives  | ✓         |
|   | Encouraging high performance                              | ✓         |
|   | Measuring and assessing performance                       | ✓         |
| RECOGNISING AND REWARDING HIGH PERFORMANCE      | Designing an approach to recognition and reward           | ✓         |
|   | Adopting a culture of recognition                         | ✓         |
|   | Recognising and rewarding people                          | ✓         |
| STRUCTURING WORK                                | Designing roles   | ✓         |
|   | Creating autonomy in roles                                | ✓         |
|   | Enabling collaborative working                            | ✓         |
| BUILDING CAPABILITY                             | Understanding people's potential                          | ✓         |
|   | Supporting learning and development                       | ✓         |
|   | Deploying the right people at the right time              | ✓         |
| DELIVERING CONTINUOUS IMPROVEMENT               | Improving through internal and external sources           | ✓         |
|   | Creating a culture of continuous improvement              | ✓         |
|   | Encouraging innovation                                    | ✓         |
| CREATING SUSTAINABLE SUCCESS                    | Focusing on the future                                    | ✓         |
|   | Embracing change  | ✓         |
|   | Understanding the external context                        | ✓         |



# What your people told us

## Leading

### LEADING AND INSPIRING PEOPLE

*“Ian and Denise are so passionate about our vision. We are at the leading edge of technology, mainly in cardiology, and we all want to make sure we provide brilliant customer service. Their vision is to be Pioneers for Life and to do the right thing for the customer, even if it doesn’t make money”*

*“Everyone contributes to the targets and objectives and we are encouraged to come up with new ideas and to look for opportunities to be more efficient.”*

Your mission and values are clearly displayed in the office and spoken about in every-day conversations. As a result, your people are very clear of Dot Medical’s purpose and told me about the daily zoom meetings, quarterly performance meetings and the open and transparent communication between everyone all of the time. This creates a culture where they feel inspired and very much part of the achieving the vision. Everyone has their own, individual, objectives that are set with their manager, are achievable and regularly reviewed informally and annually at their appraisal. Your people feel well-led, motivated, trusted and know that their future is important to you.

Line managers have evolved and grown in the business and have followed the motivating and inspiring leadership role modelled by you. You might want to consider some leadership and management courses or qualifications and 360 feedback to support excellent leadership and line management for future managers as the business grows.

### LIVING THE ORGANISATION’S VALUES AND BEHAVIOURS

*“We are a family; everyone is respected and we work together to come up with solutions to ensure that the customer comes first. Everyone is different and we are here for each other to help each other through peaks and troughs. We would never hear - “that’s not my job””*

*“We recruit people that are the right fit, the right attitude and personality and then we can train them”*

Your people told me that the values weren’t created, it was the opposite way round, you all looked at what you do naturally and how you do it and then agreed that they were your values; your customers come first, you have great teamwork, you respect each other and you always behave with decorum.

Everyone was very clear of the values and gave examples of “doing the right thing for the customer”, such as recommending products that are not supplied by Dot Medical, because this was the best option for the customer, which develops trust and respect between the patient or consultant (for example). Team members talked about how they supported each other in their roles and how they pull together to meet deadlines or help each other when they are struggling. When the values have not been followed individuals have been open and honest and supported accordingly or, in the case of one person more recently, they have had honest and open conversations and they have not passed their probation.

You might want to add values-based recruitment questions to your recruitment process to thread the values into the very first stage of the employee journey; this is also linked to deploying the right people under Building capability.

## EMPOWERING AND INVOLVING PEOPLE

*“The beautiful thing about Dot Medical is that we are relaxed and supportive, we share information with everyone and discuss the best way forward; we are trusted and trust each other.”*

*We have the autonomy to do what we need to do and I know that I don’t need permission, I know that I am trusted and I understand the impact of the decisions I make”.*

*“We are encouraged to make mistakes; it’s how we learn”*

I was shown the employee training files that contain each team members’ comprehensive induction and training plan to provide your people with the knowledge and information they need to do their jobs well.

Everyone meets on the daily zoom call each morning to ensure that everyone has the information they need to work together to agree priorities, to update each other on progress, to identify opportunities and contribute. Your people feel trusted and empowered to raise issues or new ideas for their own roles and for the wider team, and to make decisions. I was told how team members have needed to make decisions that affect the business and know that even if they get it wrong, they will be supported and said “there is no blame here”.

## Supporting

### MANAGING PERFORMANCE

*“I am encouraged to be the best version of myself, feedback is welcomed and is supportive”*

*“We have team and individual targets that we agree and discuss regularly and review in our annual appraisal. We discuss how well we are doing, reflect what has gone well, or what could be improved. We also discuss our longer-term aspirations”.*

Each member of the team has a job description that has objectives, aligned with the Dot Medical vision and objectives, that they agree with their line manager and identify where they might need support or training to achieve them. Each aspect of the job description outlines the level of competency required (aware, competent or specialist) and team members are encouraged to reflect on their own performance and take on responsibilities that help them develop their skills.

Informal discussions take place regularly and each person receives a formal appraisal annually. As a result, your people know what is expected of them and how it contributes to the overall objectives. They’re encouraged to do well and receive regular honest and open feedback on their performance.

You might want to add a more formal supervision or 121 into the cycle to support people with monitoring shorter term objectives and opportunities to discuss progress in a more structured way than informal daily conversations.

## RECOGNISING AND REWARDING HIGH PERFORMANCE

*“We have a bonus system which is company-wide, and a bonus structure for the sales team as well as an annual pay review and company shares”.*

*“We are always recognised by Ian for our hard work or particular achievements in the daily zoom - we praise each other”*

I was told about the bonus scheme which is linked to the whole team targets as well as individual targets for the sales team, it came across as a scheme everyone felt was clear, appropriate and, because the targets are discussed and agreed, it is achievable and motivates everyone to do their best.

Your culture of verbal recognition and appreciation is also very motivating; one team member said “It is important to let someone know when they have gone the extra mile, and everyone does, so it’s infectious”.

The culture of “growing your own” is also evidence that you reward your people for high performance as you have team members that have been promoted or moved roles; encouraging them to take on more responsibilities and develop their skills and perform at their best.

I was also told about the regular events that you reward your people with, including the annual event where partners are invited, which is another way that they are made to feel appreciated.

## STRUCTURING WORK

*“Our organisation chart is clear and we know who is responsible and accountable but we overlap where appropriate and communicate really well so that everyone knows what is going on, like cross fertilisation”*

*“The size of the company is reflected in the diversity and opportunity to learn different things; everyone has their specific responsibilities and we all know what everyone else does. We are continually evolving and if someone takes on more responsibility, we review how this impacts their workload and the workload of others in the team”*

Your job descriptions are designed to deliver your ambition with very clear accountability and expectations with flexibility for your people to develop their skills and experiences and to work across roles. For example, one team member has been given the opportunity to diversify by learning how to install customer life vests, giving her a very different aspect to her role - an opportunity that would not have been possible at this stage in her career in a much larger organisation. As you are growing there will be more opportunities and you might want to consider brainstorming what that might look like in order to plan your recruitment and identify potential job crafting for team members.

It is clear that you have very open communication and information is shared daily in the zoom meeting and followed up with a briefing note. I was told that you also have a WhatsApp group for regular conversations, as well as using email which is helpful. The online staff handbook has a comprehensive list of policies and guides that are in place to support appropriate decision making and ensuring that legal responsibilities are followed.

Team members have flexibility to work from home or in the office, which is worked to support each other and the needs of the office. This is also helpful for those team members needing to work from home to look after children.

# Improving

## BUILDING CAPABILITY

*“We are continually looking at what learning and development we can do or ways that our job roles can evolve to meet the needs of the business and to meet our aspirations”*

Everyone has a file containing their induction, ongoing training and development plan. Job descriptions are reviewed annually - earlier if significant changes are made to the role - to ensure that they have the skills and competences required to achieve their objectives and competences are cross referenced with the QM system.

I was told each person discusses their aspirations with their line managers and further training agreed where opportunities are identified. Examples of their journeys were shared, where individuals have been provided with training, support and given opportunities to take on responsibilities to meet aspirations and the needs of the business. Some examples are:

Quality Coordinator taking on the well-being aspect of HR and attending the mental health first aid course and registered for the internal audit qualification.

Development Manager promoted to a customer facing role and now leading on r+d.

Sales and operations administrator trained to carry out “field work”; installing customer life vests.

Finance manager promoted and now leading admin team.

Team members describe the flexibility and overlapping of roles to meet the needs of the business and the continuous opportunities for learning and development to evolve in their own roles.

It is great to see how much your people are actively encouraged to fulfil their potential and to learn new and, sometimes, very different skills; ensuring you have the right people in the right roles at the right time to meet the vision and objectives.

As in the indicator [living the organisation’s values and behaviours](#), you would benefit from developing some values-based recruitment questions with scoring to ensure that your recruitment is fair, efficient and effective and to think about a recruitment and succession plan for future growth to meet your ambitions.

## DELIVERING CONTINUOUS IMPROVEMENT

*“We are encouraged to come up with new ideas, and everyone listens”*

I was told how everyone is focused on continuous improvement and encouraged to come up with new ideas to make a difference to your customers. I was given examples of how team members have introduced the new quality management system, changed the design of feedback reports and where team members are encouraged to try something new and to make mistakes as a way to learn.

Team members are given individual projects and offered training, such as the auditing course for your quality coordinator - which will improve internal processes, impacting on the customer service provided.

You have shared how you work closely with the NHS, specialists - such as G Bardy, and external organisations to maintain and grow your place in the market as leaders of technology and it is evident that you are respected in the industry as you are regularly headhunted to distribute products. Your commitment to improvement through external and internal sources is shown by creating your Development Manager role to focus on research and development.

As innovation is a big part of what you do, it might be worth including KPIs around “new ideas” into your targets.

## CREATING SUSTAINABLE SUCCESS

*“I can’t see me ever leaving, I am growing, I am learning. I don’t know what my role will look like in the future but this is just the beginning - there is no end to the opportunities”*

*“I love it here, everyone has time for each other, we are all involved in the future, and it’s a bright future, I want this to be my last job”.*

Your daily zoom meetings provide a place to discuss day to day and longer-term priorities, with team members actively contributing to the priorities which helps everyone to be involved in discussions and responding to change in a timely and transparent way. I was told that you communicate your business plan in your quarterly meetings with progress of each area of the business being discussed with the whole team.

Your people shared with me that you embrace change and you are all very open and honest with each other about what has worked and what hasn’t and talk about mistakes being an opportunity to learn and improve.

You have embraced and adapted to change in very difficult circumstances over the last few years to meet the challenges during covid, the changes in hospital support requirements, difficulties with the pressures in the NHS, and all whilst still ensuring that you uphold excellent customer experiences; resulting in less than 5% complaints which evidences that you understand the needs of your clients, your patients and suppliers.

You might benefit by creating a sustainability policy to support your long-term growth and profitability.

Your people are very engaged, they say that this is a great place to work, they are clear about the direction of the future and want to be part of your success and the future of Dot Medical.

**INVESTORS<sup>®</sup>  
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Want to get in touch?

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