



Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Workforce, Organisational Development & Education Strategy 2020 – 2030

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1. Introduction & Context

The Workforce, Organisational Development & Education Strategy will help and support the delivery of the Health Board's Health & Care Strategy, "A Healthier Mid & West Wales".

Our staff are our greatest asset. Without them we could not deliver our diverse range of services at local, regional and national levels. Without them, we cannot design and deliver future services which will provide excellence in patient care and meet user, carer and public expectations. We value our current workforce and their recruitment, retention, education and development are key factors to our success. This, coupled with levels of engagement, job satisfaction and motivation in working for the Health Board are crucial. One of the biggest challenges facing us is the uncertainty of what health needs will look like, whilst also dealing with workforce challenges we face today including an ageing workforce, increasing competition for skilled staff and the right of some staff to retire at 55. Within that context, this strategy aims to set out the future vision for the workforce within Hywel Dda University Health Board for a ten year period along with the key themes of work to achieve over the next three years.

Our Directorate Structure needs to be able to ensure that we can deliver the ambition set out in this 10 year strategy

We need to be prepared to reshape ourselves to support the Health Board in addressing its workforce challenges head on. We have many strengths within our team on which we can continue to build and can describe many examples of good practice to truly become a service of excellence and high quality with our users at the heart. We must continue to work as smartly as possible to make the best of our resources.

A revised organisational structure will be implemented during the first year of the Strategy. The revised structure will be the first enabler for the delivery of the Strategy.

Supporting the continuous professional development of our own Workforce & OD team using the CIPD Profession Map, which sets the international benchmark for the people profession, will be a key responsibility of the senior leadership team. Our team need to ensure that they continue to develop their own knowledge, skills and experience aligned to Workforce & OD best practice.

It is a vision where our staff are recruited, developed, supported and valued to deliver excellence in patient care as we progressively move to become an employer of choice. It is a vision where the future workforce has pride in Hywel Dda UHB and all that we do. Whilst this plan sets out our vision and key workforce issues, its successful delivery will primarily rest with the hundreds of line managers and supervisors who lead, manage and support our workforce on a daily basis. We have a lot to celebrate. We have a talented and dedicated workforce; staff who are passionate about what they do and the many thousands of service users/patients they care for. We will strengthen our voice in the context of regional and national work and raise the profile of our excellent work throughout Wales, ultimately helping with recruitment and retention of the workforce.

The context for our work has changed: Brexit, Regional Partnership Boards, the Carter review and the recently consulted 'A Healthier Wales'. All shape our current thinking.

In particular, the NHS Health & Care Strategy sets out a vision for the future of healthcare in Wales. It was developed to create a collective view of how the health service needs to change over the next ten years if it is to close the widening gaps in the health of the population, quality of care and the funding of services. The future workforce is described as being a workforce which is flexible and fully equipped with the appropriate skills, knowledge and resources to deliver highly effective evidence based treatments across both community and inpatient services. Collective, collaborative and compassionate leadership are at the heart of what we do and how we will work.

In this future state, the Health Board will take a strategic approach to Talent Management where talent is identified and individuals are developed, engaged and retained within the organisation. All staff show high levels of engagement and are committed to the Health Board and its values and feel a sense of job satisfaction. They are involved in decision making and have the freedom to voice ideas and opportunities to develop their services. Our staff will be empowered to maintain their own wellbeing while continuously improving the way in which care is delivered ensuring best quality outcomes for those using our services.

This plan will focus on building a connected and people focused organisational culture based on shared understanding, strong links to our organisational values of working together to be the best we can be –Striving to deliver and develop excellent services - and putting people at the heart of everything we do. Whilst recognising that hierarchies and systems are important, engaging staff around shared purpose and values will result in increased commitment, morale and a positive attitude to change. There is a wealth of evidence to demonstrate that successful organisations build strong engaged staff and as a result productivity, service user satisfaction rates and employee health and wellbeing are all impacted positively. Much work has already been done and is ongoing to develop the organisation and it is important to recognise this. This strategy sets out how we can build on the positive steps already taken to build a new and different culture, beneficial for staff and service users.

To successfully meet future challenges, our workforce will need to be flexible; they will need to be ready to meet any change which arises from implementing the Health & Care strategy, work across health and social care, with independent or private sector providers, be flexible in the provision of care at differing points of the patient pathway, provide care and treatment for both physical and mental health care, support those with a learning disability to receive care and treatment in mainstream pathways, provide care in different locations and use new technological developments.

The future workforce will provide informal support to help people prevent ill health and manage their own care when appropriate. They will have the skills, values and behaviours required to work with service users, their family and other agencies in the spirit of co-operation. They will need to be adaptable, innovative and able to provide 'whole person' care. To do this we need to continue to stretch/push traditional

professional roles/boundaries and be courageous in shifting funding from one professional group to another.

Our workforce needs to be ready to respond to further advancements in health and social care science and technology. The future workforce supply will be a challenge and hence the development of new ways of working and innovative roles will be key to a number of our professional groups. We will continue to strengthen our commitment to create local employment opportunities for local people including those who face obstacles in entering or returning to the world of work. We will create innovative pathways to support individuals into professional careers. In the months and years ahead we will need to contend with and plan for:

The development of changing models of care and the impact these will have upon service delivery;

- Transformation both regionally and nationally;
- Increasing mental health prevalence;
- A shift in emphasis towards delivery of care closer to home i.e. in the community;
- A lack of supply and shortages of a number of registered professionals;
- Changes in the way health education is delivered;
- Changes to the way in which services are commissioned;
- The as yet unknown implications of Brexit on the economy and subsequent impact to the NHS;
- Increased financial and efficiency monitoring and optimisation of value and outcomes.

2. Purpose of the Workforce, OD and Education Strategy

The Strategy's purpose can be distilled into the following key objectives:-

- To support the delivery of the Health Board's strategic vision, purpose and objectives and continually improve the services delivered to our service users;
- To create a culture where everyone is united around a shared vision and high levels of staff engagement are the norm;
- Health Board values and behaviours live in everything we do and every change we plan;
- To build capacity for innovation, learning and change;
- To maximise the performance and wellbeing of individuals, teams and the whole organisation, aligning capacity and skills with future models of care;
- To develop the reputation of the Health Board both as a place where service users want to receive healthcare and where people want to come and work, to be an employer of choice;
- The plan applies to all Health Board staff and provides a clear framework of aspirations for the Health Board's workforce;
- The three year plan developed to deliver this Strategy will be reviewed, refreshed and rolled forward each year as part of the IMTP process.

3. Changing our Culture

The Kings Fund emphasises from their research findings that a key foundation for cultural change is having clear vision, values and behaviours. In 2015/16, a large inclusive engagement exercise was undertaken with our staff across the Health Board and our Values Framework was designed. This framework sets out clearly the 3 organisation values which frame the intention and provides the design principles for all that we do:

- **Putting people at the heart of everything we do ;**
- **Working together to be the best we can be;**
- **Striving to deliver and develop excellent service.**

The framework also sets out our core personal values and behaviours which underpin all that we do and the way that we work together and relate to each other.

In November 2018, the Board approved the Health Boards Clinical Services Strategy “A Healthier Mid & West Wales” outlining our vision to achieve population health over the next 20 years;

<http://www.wales.nhs.uk/sitesplus/862/page/98252>

and so, our vital foundation stones to achieve cultural change are now in place.

However, cultural change ‘doesn’t just happen’. It especially ‘doesn’t just happen’ when the operational pressures and demands on services are so great, when services are fragile, and when workforce challenges are present. Therefore cultural change, particularly in the Health Board at this time will require specific organisation development expertise to support the change programme and a distributed, collective and compassionate leadership body capable of making that change come to life in all of our sites and services.

The challenges faced by all organisations in delivering change can be categorised into two distinct areas (Edgar Schein 1965):

- Continuous adaptation to a rapidly changing external environment;
- Corresponding internal integration that will support the success of the external adaptation.

This ability to cope with the change was named the “adaptive coping cycle” by Schein and helps us to understand the dynamic between organisational strategy and organisational development.

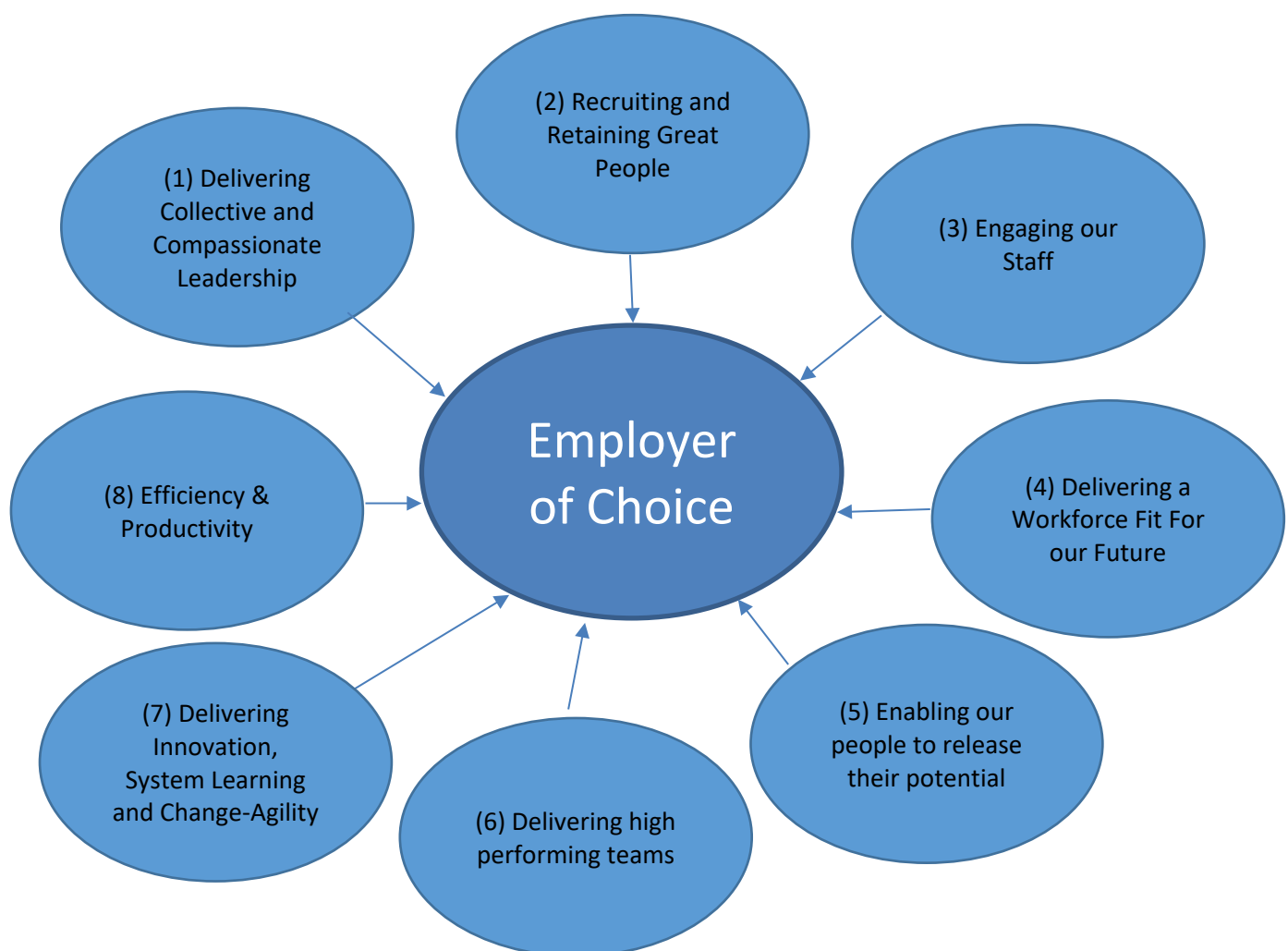
Organisational development (OD) is there to help the organisation to prepare itself internally to deliver the challenging external ambitions. OD practice is there to improve the way that individuals, teams and the organisation as a whole work together. This can sometimes be in a reactive way to help the ‘adaptive coping cycle’ work itself through. However, OD practice is also about a proactive capacity and capability building

approach, enabling individuals, teams, organisations and systems to learn and adapt to make changes, innovations and improvements sustainable for the long term.

The ability to practice OD is a way of doing things that must become part of how individuals and teams 'do things around here' across the Health Board geographical area with its partners, public and patients. Workforce and OD is everyone's responsibility if we are to achieve our vision and it is to be sustained. Our leadership body as a collective, has a critical role to ensure that our 3 corporate values and OD design principles inform everything we do to work together for the greater good of the system as a whole to achieve our vision for population health.

Delivering our Health Board cultural change programme over the next 10 years will require focus, concerted effort, resources, reflection on outcomes and practice, and learning on an ongoing basis, from the Board and at all levels of the organisation.

The Workforce, OD and Education Strategy 2020 – 2030



In order to achieve our ultimate ambition of becoming an employer of choice, the

Workforce, OD and Education Strategy will focus on 8 key components highlighted in the diagram above and these will be underpinned by effective and supportive policies, practices and reward systems.

4. The Workforce and OD Strategic Intentions

4.1 Delivering Collective and Compassionate Leadership

A healthcare organisation's culture 'the way we do things around here' shapes the behavior of everyone in the organisation and so affects the quality of care that together we provide. Research shows that the most powerful factor in influencing culture is leadership and there have been several reports in recent years showing the link between leadership, culture and care quality:

- Better Leadership for Tomorrow, NHS Leadership Review, Lord Rose (June 2015);
- Five Year Forward View, Supporting a Modern Workforce;
- The Report of the Morecambe Bay Investigation, Dr Bill Kirby (March 2015);
- Freedom to Speak Up (February 2015);
- Cultural Change in the NHS, DoH (February 2015), and several others beside.

Leadership, particularly collective leadership is the key to driving cultural change that enables NHS organisations to:

- Deliver high quality care and value for money while supporting a healthy and engaged workforce;
- Enable staff to show compassion, to speak up, to continuously improve and create an environment where there is no bullying, where there is learning, quality and the need for system leadership;
- Help boards assure their governance on the 'culture and capability' domain of the well-led framework and improve their results in governance reviews.

Based on the NHS Constitution and the principles of collective leadership, a good result would be where:

- Every person in the Health Board, at every level and in every role can flourish and deliver their best for patients, continuously improving, high quality, safe, compassionate care;
- Everyone working in the Health Board is healthy, happy and passionately engaged in improving the lives of people in their communities with commitment to quality of care;
- Everyone counts, at all levels, feels inspired and empowered to lead positive change, to constantly learn, and to continuously improve healthcare for patients;
- It is easy to feel compassion for others, because every person working in the Health Board is treated with respect and dignity and feels appreciation, compassion and support from their leaders and colleagues, especially during times of stress or difficulty;

- No matter where in the Health Board we work, we work together for our patients.

Over the last 18 months work has begun with the Board and Executive team to grow the collective leadership necessary to underpin delivery of the Health Board's Health & Care Strategy "A Healthier Mid & West Wales".

Further work is now in progress to enhance system and collective leadership capability across the Health Board by way of the System Level Leadership for Improvement Programme (SLLIP). Similarly, a new Aspiring Medical Leadership Programme began in January 2019 and has attracted a significant response from our medics.

A Senior sister/Charge Nurse Leader Programme commenced in November 2019. All of these programmes are designed to fit together in a complimentary way to provide wide reach into the organisation and develop a collective of leaders of our culture of compassionate care.

The Health Board has the ability to become a front runner for organisations in Wales in piloting the Kings Fund Michael West approach to collective and compassionate leadership and to adopt a 'Discovery' phase to assess our culture and leadership behaviours. The tools and resources in Phase 1: **Discover** – diagnosing your culture enable organisations to get the information needed to target approaches and interventions in developing a collective leadership strategy.

Following on from the discovery phase, progression will be to design interventions to increase the Health Boards collective leadership capability, including developing the skills and behaviours that our individual and team leaders will need to begin to shape our desired culture.

This will inform our leadership talent management and succession planning framework and will include our need to grow capacity for access to coaching, mentoring and action learning, all of which are essential to support and sustain behavioural changes amongst leaders.

Key Outcomes for Success

- Values and behaviours will be evident in the everyday business and culture of the organisation;
- The importance of collective leadership and its relationship to cultural change is clearly understood and valued;
- Leaders at all levels know and understand what is expected of them and lead their teams in a way that promotes high levels of trust, engagement and collaboration;
- Leadership appraisal will include a measure of adopting values based behaviours so individuals and the UHB understand where behavioural strengths and need for development exists. Leaders and staff are supported to develop compliance with behavioural expectations;
- Behaviours of individual leaders consistently reflect the Health Board values and promote collective leadership for the greater good and Leaders role model the

desired collective and compassionate individual leadership, team and system behaviours;

- Confidence levels to challenge unacceptable behaviour will be high and leaders and managers will support staff when challenging is difficult;
- Leaders have access to coaching and mentoring when required, with increased numbers of 'internal' coaches and mentors;
- Leaders have access to the relevant leadership and management programmes to support performance and delivery in the role and the collective leadership cultural change, either internally or as part of the National HEIW Leadership Development Strategy;
- Leader's role model behaviours around appreciative inquiry, creating psychological safety, building healthy work/life balance and maintaining resilience;
- Regular 'cultural and leadership' stocktakes are undertaken every 5 years as progression towards the vision is attained, lessons learned and systems and behaviours are adapted to reflect results;
- An appraisal talent management and succession planning framework into leadership roles is in place;
- All leaders and managers will understand the key characteristics that deliver cultural change;
- Leaders will be supported in dealing with difficult issues such as performance, capability, conduct and organisational change discussions in order to ensure they are handled in a way which reflects UHB values and behaviours;
- Workforce Teams will encourage the upholding of the right behaviours and conduct and will help managers and staff call out and address behaviour which falls short of the expected standards;
- Leaders will endeavor to ensure that all employee relations matters are dealt with expediently and appropriately with the individuals involved being kept informed and supported at all stages.

4.2 Recruiting and Retaining Great People

Recruiting and retaining an inclusive and diverse workforce and developing talent is crucial to the Health Board being able to deliver its ambition to be an employer of choice. Recruiting and attracting new people, retaining our existing people and managing and developing talent is essential to delivering our workforce challenges and critical to our success.

We should also seek to be a progressive employer, one who influences nationally and locally, embodies modern employment practices, has engagement with staff at its heart building on existing successful partnerships none more so than that with our staff side partners. We want to be a great place to work, whereby our culture reflects our core values. Partnership working is integral to everything we do, with our service users, our staff and Trade Union representatives, the local health economy and communities that we serve. We want to be recognised for exemplary workforce practices. In doing so, we will continue to ensure we have influence at an All Wales level in the development and review of policies and best practice. We also intend to continue to review our range of staff benefits in order to enhance the range of non-pay benefits available.

We need to establish the Health Board as an inclusive organisation – recruiting outstanding people is just the start. Inclusiveness means making sure all our people's voices are heard and valued. This will not only help us to attract and retain the best people, but it will also help us to provide better services making us a great place to work. We need to move beyond ensuring equality to promoting diversity, which, ultimately, is about how we build an organisation with talented individuals from very different backgrounds.

Arising from both historic vacancies and ongoing clinical demands, in recent years the Health Board has utilised higher than desired levels of bank, and agency workers. Work is now being undertaken to improve the quality and governance of our internal bank whilst reducing agency reliance with work being started to consider the introduction of a medical bank to reduce agency spend, improve efficiency and more importantly, enhance patient care.

Key Outcomes for Success

Recruitment

- The requirements of the Welsh Language Standards which relate to recruitment practices are embedded into the Health Board's recruitment practice;
- Working collaboratively with Shared Services to improve the candidate journey for our registered health professionals;
- Aligned recruitment, retention and talent management frameworks to become an employer of choice;
- Opportunities within the wider public and third sector bring to attract a multi-disciplinary and multi-agency workforce are fully embedded;
- Effective, engaging and efficient recruitment function to provide great candidate experience, with candidates joining the organisation as quickly as possible;
- Values based recruitment process for all staff groups recognising we will need to continue to define our processes and adopt local approaches to ensure the best candidates are employed;
- The use of social media and other platforms is maximised to widen opportunities to attract staff to the organisation whilst planning for and navigating the changing nature of recruitment;
- Health Board web-site fully developed with attractive career and recruitment information easily accessible;
- Actively engaged with Education commissioning process ensuring new pathways become available;
- Safe recruitment practices in place at all times;
- Reputable brand established for our future workforce;
- Attracted and recruited a diverse workforce with strategies developed for recruiting across all generations recognizing exceptionally valuable yet challenging generational differences;
- Visibility and awareness of the full range of careers available;
- Candidate feedback, for successful or unsuccessful candidates, is honest and constructive to support future development of individuals;

- Talent pools are established for unsuccessful applicants to support a pipeline of suitable candidates for future vacancies.

Retention

- Good local and Health Board Corporate Induction ensuring staff are fully equipped to carry out their role from day one;
- We will understand why staff leave the organisation and the reasons behind transfers to different wards and departments. We will develop early interventions to retain staff who are contemplating leaving;
- Further develop our approach to Talent management –to ensure we attract, develop, motivate, manage and retain engaged staff;
- Clear succession and career pathways for all staff;
- Flexible working developed to support retention and work life balance;
- Actively engage at All Wales level in the review and development of policies and other employment practices to ensure our workforce are at the heart of its design;
- Provide a comprehensive range of benefits available for staff;
- New and innovative roles are developed to retain staff and to fill gaps in the traditional workforce;
- We will understand the generational/digital literacy and diversity differences across the workforce to best harness the experience, knowledge and opportunities this presents;
- Career pathway schemes across professions through the Apprenticeship Academy are developed and embedded;
- Learn from the lived experience of our workforce with a particular emphasis on attrition during year one of employment;
- Innovative redeployment opportunities are created with colleagues across Health and Social Care in order to retain staff in employment;
- The organisation supports being an employer of choice for our staff who are carers by supporting them at difficult times using best practice policy and procedures.

Equality, Diversity and Inclusion

- Equality and good relations are integrated into the day to day practices of the workforce;
- The Health Board has a strategic plan for closing any pay gap identified in Gender Pay Gap Reports;
- Bilingual Skills Strategy implemented and performance against its objectives regularly reviewed to ensure full compliance with the Welsh Language (Wales) Measure 2011;
- Awarded the “The Disability Confident” Level 2 badge which will show disabled people that we recognise the value they bring to our Health Board - putting us ahead in the search for talent. We will have improved how we attract, recruit and retain disabled workers;
- ‘Alternative talent pools’ established ensuring that the Health Board thinks about

- the obstacles that many people face in entering or returning to the world of work;
- ‘Paid jobs’ for people with learning disabilities following Board support for the vision set out in “My Charter – People with learning disabilities want the same things as everyone wants”;
- Our workforce will be more diverse and representative of those who access our services;
- Strong links developed with organisations/associations which promote the use of Welsh in the workplace e.g. Y Gymdeithas Feddygol, Coleg Cymraeg Cenedlaethol etc;

4.3. Engaging our Staff

Our staff are amazing, do great things and deliver compassionate care every day. Our staff survey results tell us we have good engagement and a sound basis to build on. One of our biggest challenges is delivering health services in a model that we know is unsustainable and at the same time moving towards our vision of a social model for health and also the uncertainty of what workforce models will look like over the next 20 years or so. The dynamism of our staff and their continued commitment and engagement is essential as all this works through. That is the reason we have to focus great effort in designing and delivering a great place to work.

Employee engagement is correlated to individual well-being and to organisational success. The research completed by Michael West and Jeremy Dawson (2012) has shown that staff with higher levels of engagement have lower levels of both absenteeism and presenteeism. These engaged staff are also less likely to suffer work related stress and rate their own well-being more highly.

A Wellbeing Strategy will be developed which will encompass the wellbeing of our most important asset – our staff. Hywel Dda UHB already benefits from a Consultant and Nurse led Occupational Health service and also a Psychologist led staff wellbeing service. Both services provide a comprehensive range of services including dedicated staff physiotherapy service and also dedicated staff counsellors. The services of both Wellbeing teams are available on all four of the Health Board’s main sites. The strategy will aim to build upon the excellent services currently provided and ensure that staff wellbeing remains a priority for the future workforce.

Given our vision, the scale and pace of delivery and performance expectation, the emerging service models, having a great place to work where staff can thrive, becomes an even greater strategic priority. Without the right staff, we have no health service.

Fulfilling one of the key ambitions of the Quadruple Aim **‘to enrich the wellbeing, capability and engagement of the health and social care workforce’** and designing and delivering a great place to work therefore will need to encompass the following areas:

- A positive and inclusive approach to staff engagement and experience where leaders are visible, listening and staff feel their voices are heard, where partnership working is productive and learning from what people tell us is the norm. Given the changing agenda, a more proactive approach to continuous staff engagement will need to be threading through everything we do;

- Working environments which place health and well-being principles at their core and promote and encourage healthy lifestyle choices and practices;
- Our employment framework will be part of our approach to support positive staff engagement and will embrace best practices around equality and diversity and wherever possible support agile and flexible working. Our staff benefit package will form part of our offer to attract and retain staff.

Key Outcomes for Success

Staff Engagement

- A variety of feedback mechanisms are in place so that staff can provide feedback and their voices can be heard;
- A robust and productive relationship with staff side organisations exists leading to positive partnership working;
- Recognition and awards systems are in place to value staff contributions across all of our services and for a variety of reasons;
- Staff surveys results and engagement indicators are used to enable wards, departments and community based teams to develop and implement actions that are important for staff at a local level and a Health Board level;
- Support will be provided for staff to speak up regarding concerns/issues about patient care and safety to ensure the employee voice is heard.
- Leaders are visible within the organisation with regular walkabouts and staff engagement events are in place which clearly show actions that relate to the feedback from staff.

Health and Well-Being at Work

- Health & Wellbeing Strategy in place;
- Employee health and well-being is embedded with everything we do with managers actively promoting health and wellbeing initiatives, including both physical and mental aspects;
- Green health principles, best practice in ergonomics as well as health and wellbeing influences all of our building design and workplace infrastructure;
- Staff are encouraged to take personal responsibility for their own health and wellbeing and take steps to enable personal resilience;
- Demonstrable year on year improvements in immunization rates.
- Staff have access to tools, knowledge and support as appropriate to the above;
- An Occupational Health service is available which is responsive and provides support for prevention, early intervention and fast track to services and management where appropriate;
- An employee Psychological Health and Well-being service is available for staff to access, providing counselling and intervention;

- Evidence based reflective practices and tools and techniques to enable behavioural change will become embedded in our approaches to support staff resilience e.g. Schwarz rounds, ACT programme;
- Work will continue towards developing working environments with reduced levels of violence and assurance of support for staff if incidents do happen;
- Improvement on Staff vaccination programmes
- Partnership working will continue to tackle and reduce bullying and harassment across the organisation;
- Achievement of 'Level 3 – Ambassador Carer Confident The Employers for Carers Benchmarking Scheme'.
- A more proactive approach will be taken towards creation of a positive working climate and embracing wider green space initiatives.

Employment Framework

- Our employment policy framework will mirror the national move towards encouragement of more flexible working practices;
- We will achieve revalidation of our Gold and Platinum awards of the Corporate Health Standard.
- All key Workforce policies and procedures reflect best practice and embed Health Board values and demonstrate a caring and compassionate approach in partnership with Trade Union colleagues;
- Informal resolution to employment disputes wherever appropriate and feasible and minimal reliance on formal processes to those which are absolutely unavoidable.

4.4 Delivering a Workforce Fit for our Future

Delivering a workforce fit for our future is vital to delivery of the Health Board's 10 year strategy. As we look ahead and the challenges that future healthcare delivery brings it is clear that the workforce will need to work very differently to deliver future service models. The Health Board's Health and Care Strategy "A Healthier Mid & West Wales" sets out a vision for health service provision for the whole population served by Hywel Dda and will mean that we will need to adapt our workforce to meet the changes in skills required. There will be a need for some new roles, some changed roles and opportunities for staff to learn new skills, utilise new technology and work in different environments. We need to plan for this change and also ensure that we work and engage with staff and Trade Unions to implement the changes. We need to ensure our Managers and leaders have the necessary skills to manage the change effectively and compassionately in order that individuals feel supported throughout the process of change. Most importantly, we will need to ensure connectivity between national and Health Board strategy with local operational workforce planning.

Transforming our clinical services will change the way our health services are

provided and will focus on prevention, undertaking as much care away from hospital and closer to home and utilising modern technology. Our staff are central to our Health and Care Strategy and ensuring the right mix of skilled staff presents a real challenge and focus. We will aim to reduce reliance on temporary staff and deliver more joined up, cost effective and efficient care pathways. We will endeavor to reduce some of the demands on permanent staff and improve retention. Our changing health needs require a sustainable workforce with a wide range of skills and expertise, working across services and organisations in a seamless way. This will present opportunities for our staff with new and enhanced roles. From a workforce perspective, the Health and Care Strategy therefore presents a significant although exciting challenge which will require expertise in workforce planning, training and development, new role design and organisational change. The strategy needs experts in the field to lead, advise and implement the changes required. In addition to the Health Board strategy via strategic workforce planning we will ensure alignment of our strategy to key external strategic drivers and influencers.

There is a clear need for NHS culture to change from staff working in designated teams and services to enabling working across services, teams and wider systems. Having good access to technology and support in place to enable these new ways of working is vital and our staff will need to embrace the changes. We must ensure good levels of engagement from all key stakeholders and that delivering a positive impact on service user and staff experience are the priority outcome.

Developing the right policies and systems is essential to ensure that we are able to respond to national drivers and initiatives that impact on remuneration and other terms and conditions. We will ensure that all our staff are aware of their Total Reward Package and we will implement flexibility where possible in order to meet our objective to be an employer of choice. Our policies will reflect our commitment to being an inclusive and diverse organisation. We will respond positively to the changing needs of our services and our staff in order to retain knowledge, skill and experience and will be more flexible in our approach to working practices to deliver high quality services.

The delivery of the NHS Wales strategic framework for “Digitalisation of the Workforce” will be a key element of our Strategy. There will be an increased focus on Workforce Intelligence to include workforce analytics to deliver a greater understanding of our organisation and a more confident prediction of the future through evidence based analysis. In addition, it will provide robust workforce information in supporting the service to deliver change and to ensure better performance management of key workforce initiatives. Our workforce utilisation and intelligence function will also be key in maximising the use of technology to radically alter workforce practices. We will deliver a cost effective, safe and quality temporary staffing and E-Rostering service to the Health Board and implement initiatives to deliver continuous improvement to the quality and cost of the services offered.

Key Outcomes for success

Workforce Planning and Organisational Change

- A robust & systematic organisational workforce plan for the next 3-5 years and beyond covering all staff groups;

- A developed supply and pipeline of staff to deliver our new and existing workforce models;
- Workforce planning is fully embedded in the operational service business planning process and involves the Workforce Business Partners;
- Business Partners aligned to service teams and Programme Groups to ensure workforce implications are considered at an early stage;
- Workforce planning is integral to each of the Programme groups which are in place to deliver the Health and Care Strategy;
- Effective partnerships with education providers to develop future workforce/training needs;
- Working with other Health and Local Authority providers to develop new and innovative approaches to deliver health care in a community setting;
- Modernised HR approaches to managing change embedding principles of compassion and engagement;
- To coach Managers in leading change effectively and to support delivery of organisational change in accordance with the Organisational Change Policy;
- Nurse Staffing levels (Wales) Act requirements are embedded into robust workforce plans, recruitment strategies, structure and processes.

Digital Workforce Systems

- An engaged, quality, well governed and adequately resourced internal bank for all staff groups to meet the flexible working needs of the Health Board;
- In-house collaborative medical bank introduced with partners;
- Clear and attractive model of engagement to attract workers to join our bank;
- E-rostering system used to maximise deployment of staff including medical staff to support safer staffing;
- Strategic approach developed for the production and use of workforce intelligence operational through to Board level;
- Workforce analytics embedded across all functions within the Health Board with investment in data analytics and business intelligence enabling increasing sophistication with workforce modeling and scenario planning;
- Absence management through improved reporting and timeliness of data and the continued roll out of training for first line managers involved in managing attendance;
- All learning managed via the ESR system is used to its maximum potential to support effective workforce planning, management and performance;
- Payroll Paper Free Systems embedded;
- NHS Wales strategic framework for “Digitalisation of the Workforce” delivered;
- ESR Learning Management System implemented to its full potential;
- Streamlined processes and systems, embracing technology and informatics to provide work class services;
- Interfaces between workforce systems are fully embedded to ensure duplication of processes are eliminated;
- Ensure workforce information is fully considered at the appropriate stage in

- redesigning services, transformation, etc.
- Educating / training and support in place for managers to use Digital Workforce Systems to their full potential;
- Assurance that all payments (basic salary and any additional elements) made via the Electronic Staff Record are accurate.

Pay and Rewards Systems

- Continuing to implement pay, terms and conditions in accordance with national policy and direction although ensuring that any opportunities for local flexibility or innovative practice are introduced ;
- Adopting as flexible an approach to reward as the terms and conditions permit in order to support retention;
- Provide a responsive job evaluation process to promote fairness and equity;
- Enhancing the range of staff benefits on offer to all UHB staff.

4.5 Enabling Our People to Release their Potential

Education opportunities and career pathways are one way to ensuring our staff who work in health and social care support the sector to be an employer of choice and attracting the right people to our workforce. By developing flexible career structures and portable pathways supplemented by continuing professional development and training, the draw to stay in the health and social care sector is increased. This is especially important given the rising demand for these services and the potential lack of supply of people to provide it.

Cross sector competence frameworks will underpin this career portability and education and training programmes. A key strategic intention will be to work collaboratively with our Local Authority and Third Sector Partners across the region on this agenda.

The importance of partnership working with schools and colleges will be essential to build the attraction of careers in the NHS and we will continue to expand our **Grow Your Own** programmes as a key feature of our workforce for the future. Not only is it a practical example of our commitment to the well-being of Future Generations Act, it is also a vital supply pipeline of new talent and a living example of our social model for health.

In addition to promoting Health & Care careers with local schools from a young age it is equally as important to recognize the role volunteering has on our services. Volunteers play a key role in enhancing the patient family and staff experience. Our volunteers give their time freely and their impact should not be underestimated. The Health Board will continue to grow its volunteers to support patients and staff. Recruitment into volunteering will be across a diverse cross section of our population.

Volunteering can be a pathway into employment but equally into supporting individuals who want to make a difference.

The Health Board through its links with local colleges and university partners will design and deliver multi disciplinary training as required and develop and explain the provision of simulation training across the Health Board. The Health Board will seek examples of modern training techniques and ensure skills development needs are mapped and planned to support service change linked to the implementation of our Health & Social Care Strategy.

We will build on our EAGLE strategy which was developed to support the identification, development and implementation of all new, extended and expanded roles. This is a foundation stone that enables our ability to design and develop roles and career pathways to meet new models of health and social care delivery.

Also as part of our approach to increasing our supply of staff, we will continue to promote a range of programmes which encourage return to practice.

Our internal Learning and Education function and facilities will be critical to support the pace of transformation of our workforce and continuing professional development and skills training to meet new models of health and social care. Access to learning will need to be widened and digitally enabled. We must ensure local training is provided in modern buildings using the most up to date tools and techniques.

Similarly our relationship with partners in Academia will be essential to support a wider 'offer' of education and training for our workforce, and our education commissioning adapted to meet our changing needs.

A specific focus will be to increase digital literacy skills for all staff and this will form part of the national alliance with NWIS and HEIW.

In addition to attracting the right people, retaining individuals through modern flexible retention practices it is even more important we develop our workforce.

Staff must have and maintain skills to equip them for today and prepare them for the future.

Our aim is to:-

1. Develop a culture that promotes lifelong learning for all staff that attracts and strengthens recruitment into, and retention within, both permanent and training posts;
2. Create excellent educational environments for trainers, trainees and students, embedding education within service wherever possible;
3. Maximise the number of learning opportunities for postgraduate trainees and undergraduate students within the clinical setting;
4. Support continued professional development.
5. Establish links with schools and colleges to attract pupils to a career in the NHS.

We shall commission training to ensure our staff have the right skills to deliver high quality patient care/ patient services.

Within the Health Board we have five medical education centres managing the delivery of medical education centres, five learning and development departments, all of which

have varying facilities,. Demands on education have changed over recent years and although we have adapted as curricula develops, all sites will require improvement over the next three years to deliver simulation and clinical skills training.

In line with HEIW's strategy to build a sustainable and flexible health and care workforce for the future, it will be necessary for primary and secondary care to work together to explore opportunities to provide learning in community settings. Additionally, there will be an increased expectation of developing opportunities for multi-disciplinary learning.

It is important that the Health Board supports the delivery of professional education by providing the capacity, resources and facilities necessary to deliver the curriculum in order to retain our medical training and student posts. By providing a learning environment that meets the needs for both learner and educator we will be enhancing our reputation as a place to train and work.

All professional staff undertake continued professional development (CPD) to maintain and develop the skills required to provide clinical services and to enhance their skills as a practitioner, trainer, clinical leader or service developer. CPD is a key element of the Appraisal and Revalidation process as outlined by the GMC, NMC and HCPC in order to remain on the professional registers. Roles are expected to undertake educationally focused CPD to ensure staff retain educational competence.

To support this strategy each professional group will identify key components to supplement this strategy to enable implementation of this strategy for their area.

Key Outcomes for Success

- Minimum standards for Statutory and Mandatory training are achieved
- Expanded range of 'Grow Your Own' programmes is in place
- The brand, reputation and volume of our Apprenticeship Academy pathways to employment and upskilling continues to grow
- Developed employment opportunities through volunteer pathways.
- Worked in partnership with other local health care partners to develop better relationships with our future workforce supply through improving engagement with young people and school leavers to market the NHS as an employer of choice in the region and encouraged members of staff to do so.
- Opportunities to create joint learning and development pathways with social care where possible are optimised e.g, Health and Social Care HCSW Induction
- A virtual Learning Resource Centre is established with digitally enabled access to learning.
- High quality learning and education facilities are in place across the region.
- Well established links to education providers are in place.
- A Digital literacy skills education programme is in place in collaboration with HEIW and NWIS.
- New roles are created and existing roles expanded to fit emerging service models or new technology advancements.
- A plan is in place for links with schools and colleges across the area so that career choices within the NHS are widely understood and seen as attractive and a work experience scheme to encourage entry is in place.
- Education and training is commissioned to meet our workforce plan and ensure

that our staff have the right skills to deliver high quality patient service

- All training is commissioned centrally.
- A professional learning and education function underpins the access to and delivery of Continued Professional Development and Training across the Health Board.
- Training plans are identified for all staff and services.
- Training has been commissioned to support future skills requirements.
- Staff receive training to equip them for working in new environments and with changes linked to a digitally enabled workforce.
- An increase in the number and range of multi professional simulation suites.

4.6 Developing High Performing Teams

It is universally recognized in healthcare and other sectors that real team working is a key characteristic of a healthy organisational culture. This is also substantiated by research published in 2017 by The Kings Fund working with Michael West which highlights enthusiastic team and cross boundary working as a key element of a culture for innovative high quality and continually improving care.

The Health Board requires effective and well-led teams across the organisation to be delivering high performance. Research suggests that engaged staff really do deliver better healthcare and having teams working well contributes significantly to levels of staff engagement. Future models of care demand higher levels of integration and collaboration with partners and stakeholders than ever achieved before, team working across organisational boundaries will be a key future challenge and features strongly in the Health Board's Health & Care Strategy.

Enabling team leaders to compassionately build, develop and lead their teams is a key priority in this plan. Compassionate leadership activities have many positive outcomes, impacting on individuals, teams, organisations and across the system as a whole. The Health Board has a good recent history of investing in team development and there is evidence from our staff surveys that it is working well in some areas but not universally.

The Workforce, Performance and Wellbeing team will be supporting operational managers throughout the organisation through the development of a Business Partner (BP) model. The BP's will provide advice, specialist knowledge and input in order to challenge and critique operational service plans. In addition they will help operational service teams to formulate and manage change and also to ensure the right behaviours are evidenced.

It is important that Organisational Development resources, and service improvement and innovation capabilities are available to support teams and their leaders to be the best they can be, and to support teams that have, for whatever reason, become entrenched so that blockages can be worked through.

Given the challenging nature of the work of some teams, psychological well-being and resilience support will be an important element in enabling sustainable performance.

Triangulation of performance data feedback from business partners and staff intelligence will be vital to underpin teams performing well, and enabling the right development support to be planned and deployed where appropriate.

Key Outcomes for success

- Well-led teams delivering high performance where everyone has the opportunity to raise concerns, ask questions, generate ideas and shape solutions
- Health Board staff being able to work equally well in teams that cross organisational boundaries and support partnership and collaborative working well
- Health Board values and behaviours are evident in day to day team working
- Staff report increased levels of well-being as a result of being part of healthy and high performing teams
- Team leaders understand the need to develop their teams and actively engage in on-going team development activity
- Business Partners in post and linked to all Directorates
- Business Partners influencing service plans and ensuring proposals are achievable, realistic and are implemented compassionately
- Attendance levels remain high through positive and compassionate management and emphasis on staff wellbeing
- A range of OD improvement interventions are available for deployment to support team leaders and their teams in action.

4.7 Delivering Innovation, System Learning and Change Agility

The enormity of the Health & Care Strategy transformation challenge facing the Health Board demands that our capacity as a whole to learn and adapt increases. This sits alongside the opportunities emerging from digital technologies and also the advances in healthcare research and, as yet known, emerging capability from the future generations of our workforce.

There is a danger, we can do more of the same, repeat the past versions of the NHS as we know it because if felt comfortable and familiar, this would be a totally lost opportunity. We need to consistently ensure that we work on challenging our thinking through system and subject knowledge experts and thought leaders; links with leading edge institutions and appropriate research, innovation and technology collaborations.

We have unique opportunities with our local authority and third sector partners to create and implement innovative cross sectoral solutions and career pathways focused around the social model for health and embracing our collective commitment towards the well-being of future generations.

Releasing the innate lived experience and opportunities from our staff, releasing their individual and team creative potential will also enable us to further stretch towards our ultimate goal of a social model for health and it will be a fundamental part of our progress towards attainment of the quadruple aim.

‘To increase the value achieved from funding of health and care through improvement, innovation, use of best practice and eliminating waste’

The scale and pace of innovation and change won't just happen by default. The skills escalation requirement and the cultural change towards innovation, risk management and assurance responsibilities will be a dynamic tension that will need to be held sensitively to ensure the creative potential within the organisation is released.

The Health Board will continue to support the implementation of quality improvement programmes ensuring system made improvement is embedded into practice.

Key Outcomes for Success

- A high profile ‘Innovation, Improvement and Research’ Communications strategy is in place.
- A regional research, innovation and improvement hub is established with a clear framework in place to engage with partners to spread and share innovation and improvement practices.
- A network of physical hubs and a virtual hub exists to encourage connectivity between sites, professions, sectors, industry, All Wales organisations and beyond exists and is accessible to all staff. This hub infrastructure is supported and enabled to flourish towards a management and resource infrastructure.
- A plan for optimisation of digital technologies to support patient experience is in place and activated, with staff enabled to work in a complementary way.
- A digital literacy development programme is in place and promoted by leaders and managers.
- Awareness and knowledge of ‘alternative’ change theories is increased including social movements; nudge theory; complexity theory etc.
- Traditional Workforce & OD framework for managing change includes embedded principles of compassion and engagement.
- A resource for change toolkit is available for line managers and staff including change management skills programmes, resilience tools and career management.
- An ‘intelligence’ collaboration function is in place to distil key lessons from Quality Improvement; Patient Experience, Auditing; Medical Examiner; Complaints and Incidents; Board Walkabouts and Social Media feedback etc.
- A robust link and channel into the Health Board exists to optimise leverage from the Bevan Commission; Life Sciences Hub; HEIW; WAO; Structured Assessments and Health, Social Committee findings.
- The Health Board values and recognises ‘learning from what works elsewhere’ that can be distilled and fast tracked to our regional context for the progression of our clinical strategy.
- The Health Board actively promotes reflective practices; time to think; sense making and organisational learning and sharing across the system. Leaders recognise the value of taking time to assess what is working and have the

courage to change and challenge what is within their control and in the wider system.

- Leaders at all levels, from the Board to team level recognise, appreciate and promote the power of storytelling as a way of changing practice, encouraging connection and inspiring new models of population health.
- Leaders at all levels, from the Board to the team level, seek out best practice, evidence bases and learning from elsewhere to help drive service transformation and improvement.
- An explicit expectation exists within the Health Board performance management framework of the leader's in creating future improvement as well as the challenges of managing the 'now' pressures of service delivery.

4.8 Workforce Efficiency & Productivity

Delivering workforce efficiency is vital to delivery of the Health Board's strategy. As we look to the future and the challenges of funding it is clear that we must provide assurance to the Board that our substantive workforce is being utilised as efficiently and effectively as it can. There is also a clear need to reduce our reliance on our variable workforce i.e. bank, overtime, locums and agency expenditure.

We will oversee a programme of work, using a project management framework, which will provide assurance to the Board in relation to the efficient and effective management of workforce activities. All projects will be subject to an equality impact assessment. Our strategy will focus on improvement, innovation, use of best practice, avoidance of duplication, use of digitally enabled systems to improve current processes and eliminating waste.

Key outcomes for success

- Focused oversight and coordination of the overall Workforce Delivery Programme across the Health Board, ensuring appropriate planning, operation and monitoring of associated workforce efficiency and effectiveness schemes;
- Provision of specialist W&OD and timely advice to enable service managers to consider and deliver workforce efficiency programmes in their own departments;
- Collaboration in programmes of work at an NHS Wales level where initiatives can deliver workforce efficiency in our own Health Board;
- Rapid improvement methodology approach is adopted based on the model for improvement that is central the Health Board's Quality Improvement Framework;
- Best practice in terms of workforce efficiency is facilitated across the Health Board;
- Terms and Conditions of employment are optimised across all staff groups;
- Positive employment practice methods are adopted by Managers;
- Appropriate workforce expenditure controls are in place;
- Establishment control is well embedded;
- Progress with regards to Consultant & SAS Doctor Job Planning is regularly reviewed seeking assurance that it that it is being managed as efficiently and effectively as possible;
- Variable pay expenditure across all staff groups is regularly monitored;

- Management of all agency worker and bank worker arrangements are in accordance with legislation, best practice and the most efficient and effective ways of working are fully embedded.

