People and Culture Plan
2022-2025

Llunio ein
Gweithlu
i'r Dyfodol

Shaping Our Future
Workforce

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg.

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Welcome

From the Executive Director of People and Culture

The impact of COVID-19 on the health and care system in Cardiff and the Vale of Glamorgan has been immense: our services, our processes and, vitally, our people have all been changed in some way as a result of the pandemic.

While many of our people were able to adapt, innovate and face the challenges presented to them, the physical and emotional strain of doing so, as well as the toll of simply doing their jobs in such unprecedented conditions cannot be overstated.

There's an often used quote from author and management consultant, Peter Drucker, which asserts "culture eats strategy for breakfast." Personally, I am not sure that one trumps the other. Instead, I believe that aligning an organisation's culture with its strategy is key. A strategy in which a healthy, vibrant, inclusive and compassionate culture is a key part is more likely to succeed than a strategy in which culture is ignored in the hope that it will follow suit. In an organisation of over 14,000 members of staff, this is an incredibly important consideration. If our strategic goals are the mountain's summit, our strategy is the route we take, and our culture is the desire to reach the peak, the belief we can do it, our ability to support each other along the journey, and that which ultimately determines if we are successful.

As managers, we need to adopt principles of compassion and inclusivity into our leadership styles; I believe that this will create an exceptionally positive impact on the wellbeing of our staff and go a long way to achieving the transformative change to services we're striving toward. Leading from a place of understanding and authenticity with an openness towards difference and diverse perspectives, especially amongst our staff, is paramount to succeeding in this endeavour.

In this way we are able to build trust between our staff, consider all points of view (especially those that differ from our own), adapt to difficult situations, bring staff along on the journey we are taking and – crucially – harness and optimise staff's talent.

By giving everyone a voice and allowing staff to contribute, and come to work as they truly are, we can make them feel empowered to perform at their best, take pride in the work that they do and avoid issues such as anxiety, work-related stress and burnout. I know that we're not going to be able to achieve this overnight and that there are some biases that will be difficult to change within the system. However, the first step is being willing to try.

The People and Culture Plan sets out the actions we will take over the next three years, with a clear focus on improving the wellbeing, inclusion, capability and engagement of our workforce. I am so excited to be undertaking this challenge as the Executive Director of People and Culture at Cardiff and Vale UHB. If you are interested in finding out more about our ambitions and how we intend to achieve them please keep reading… Diolch yn fawr.

Rachel Gidman
Executive Director of People and Culture

Introduction

At Cardiff and Vale UHB (the UHB) we pride ourselves on being a great place to train, work and live; with inclusion, wellbeing and development at the heart of everything we do. We know that in order to meet our population's health and care needs effectively we are completely dependent on our workforce. The People and Culture Plan is our opportunity to improve the experience of staff, to ensure the improvements we have made over recent years continue, and to confront the challenges which have arisen as a result of the pandemic and subsequent recovery period.

This Plan is aligned with the Operational plan; thereby ensuring a whole-system approach, that is working at pace to achieve the greatest positive impact, and can adapt to rapid service change and workforce pressures.

In addition to this it is aligned to a number of key strategic documents. Chiefly, our Shaping Our Future Wellbeing Strategy; the overarching vision for Health and Social Care in Wales set out in A Healthier Wales and the national Workforce Strategy for Health and Social Care; and the UHB Strategic Programmes including Shaping Our Future Clinical Services, Shaping Our Future Hospitals, Shaping our Future Community Services and Shaping Our Future Population Health. Other internal documents have been considered in the development of this Plan, including the Director of

Public Health's report into 'Re-imagining Ageing' which demonstrates the importance work has in providing purpose in life for some older people. Consideration is also given to our legislative and regulatory requirement, such as those set out in the Wellbeing of Future Generations Act and the Welsh Language Standards. As such, the Plan aims to deliver an inclusive, engaged, sustainable and responsible workforce, with a greater use of the Welsh language in the workplace, over the next three years and beyond.

During the Covid-19 pandemic, we have seen our workforce adapt quickly to the challenges they faced. New surge hospitals were built at the Dragon's Heart Hospital and Lakeside Wing; new working patterns and new ways of working were adopted; our people were redeployed to priority areas; and there was rapid onboarding of new recruits; all while we responded to the IP&C requirements, the introduction of the CAV247, phone first service and the Mass Vaccination Programme.

We now need to strike a balance, as we learn to live and work with COVID-19. We will need to maintain essential services and manage any additional demands, including seasonal pressures and the backlogs created during the pandemic; all while remaining Covid-ready. The demands faced by the UHB over the next 5 years will be unlike anything we have ever faced before, as services resume and pick up pace following the pandemic and a recovery plan for dealing with increased patient waiting lists is implemented.

In addition to the challenges brought about by the pandemic and the necessary period of recovery, we, along with the broader NHS in Wales, face social, economic, technological and demographic changes. As a result of this the demographic of our workforce also needs to change, and we must adjust the way we recruit, retain and support our people.

Our Current Workforce

We have a diverse workforce of almost 16,000 staff working in many different types of roles, and together with volunteers, colleagues in social care and carers, we have a huge impact on our population.

We must know and understand the shape of our workforce if we are to successfully monitor and revise plans that result in the right workforce at the right time, enabling and empowering the workforce to work to the 'top of their licence' or scope of practice. This means releasing capacity at every level possible to deliver within areas of expertise, while maintaining flexibility to respond to changes as they arise.

More than 30% of employees are aged 50+	**Most employees are in pay bands 2, 5 & 6**
76% of our workforce is female	**80% of our workforce is white**
Nursing and Midwifery consists of 43% of our workforce	**8% of our workforce have told us they speak some Welsh**

About This Plan

To meet our population's health and care needs effectively, we need to ensure that we can deliver our services closer to, or at, home. Attending hospital should only occur when it is not possible to provide care and/or treatment safely anywhere else. Our plan is completely dependent on our workforce being creative and innovative to deliver health and care in different ways, putting the person at the heart of all we do.

This Plan is built around 7 themes which are based on the themes set out in the Workforce Strategy for Health and Social Care, with an added emphasis on retention in theme 3 to recognise the importance of retaining our workforce as well as recruiting new people.

1. *Seamless workforce models - to support multi-professional and multi-agency working through integration of Health and Social Care services and the development of alternative workforce models to deliver a seamless, co-ordinated approach with partners based on outcomes that matter to the person.*

2. *Engaged, motivated and healthy workforce - to have a workforce that feels valued and supported wherever they work.*

3. *Attract, recruit and retain - to recruit and retain the right people with the right skills.*

4. *Building a digitally ready workforce - to have a workforce that is digitally ready, with both the technology available and the skills to utilise this effectively.*

5. *Excellent education and learning - to invest in education and learning to deliver the skills and capabilities needed to meet the future needs of the people we care for and support our people to progress their careers.*

6. *Leadership and succession - to have leaders in the health care system who embody inclusive, collective and compassionate leadership.*

7. *Workforce supply and shape - to have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population.*

The People and Culture Plan is a road-map that will help us improve the experience of our people both now and in the future, while supporting the integration of health and social care services to deliver a seamless, co-ordinated approach from different providers, based on outcomes that matter to the person. Our workforce will be required to embrace new ways of working in teams, across organisations and sectors, aided by technology. There will be opportunities to develop existing roles, building new or advanced roles, skills and

capabilities in areas that we have not done so before. Through the implementation of this Plan we will harness the right skills, in the right number, at the right time; thereby, reducing duplication and waste and avoiding harm wherever possible. We want our workforce to be happy, healthy and supported, so that they can in turn, support the wellbeing of the people in their care. We will ensure our workforce is treated fairly and everyone

is recognised for the contribution they make. We will also use this opportunity to ensure our workforce is reflective of our diverse population through developing an inclusive culture where diversity is welcomed, and by encouraging our people to deliver care using the Welsh language where needed and as part of their working life.

Detailed objectives have been developed which accompany this Plan. They describe how we will achieve these ambitions and milestones have been put in place to progress the agenda. Some of what is set out in this Plan is already underway but we will build on and expand current practice to make sure that we do things better. Other proposals are new and will require us to think differently to transform the way we work to meet the challenges we face.

Theme 1: Seamless Workforce Models

We want to support multi-professional and multi agency working through integration of Health and Social Care services and the development of alternative workforce models to deliver a seamless, co-ordinated approach with partners based on outcomes that matter to the person. Central to the successful delivery of transformed care will be the re-balancing of services and workforce between Secondary and Primary care. We will support the integration of Health and Social Care by fostering a culture of inclusion and belonging, as well as working closely with our partners.

The scale of this theme is huge and it involves significant culture change as well as engagement, commitment and agreement at a time when the immediate pressures placed on us are unprecedented. In order to achieve this ambition, we require whole-system working with a shared vision, aims and outcomes built on strong leadership, and an engaged and motivated workforce who are appropriately skilled and empowered to work more flexibly to meet the needs of our local population. Partnership working with our key stakeholders and trade union and professional bodies will remain at the heart of everything we do.

The challenges we face under this theme include:

- Encouraging the workforce to embrace new ways of working

- Developing existing roles and building new advanced roles, skills and capabilities in new areas

- Enabling and empowering the workforce to work to the 'top of their licence' or scope of practice

- Providing a climate for innovation, creativity and drive to enable solutions for real and lasting change

- Harness the right skills, in the right number, at the right time, thereby reducing duplication and waste and avoiding harm wherever possible

- Building a digital ready workforce so that access and geography are not a barrier

- Breaking down organisational barriers.

By overcoming these challenges and successfully introducing seamless workforce models, the benefits will include:

- Improved access to services, closer to home, with better patient outcomes and experience

- Fewer boundaries between services and sectors

- Reduced waste, harm and variation

- Opportunities to review operating models and establishments to improve ways of working

- Integrated strategic workforce planning and OD

- An engaged and motivated workforce.
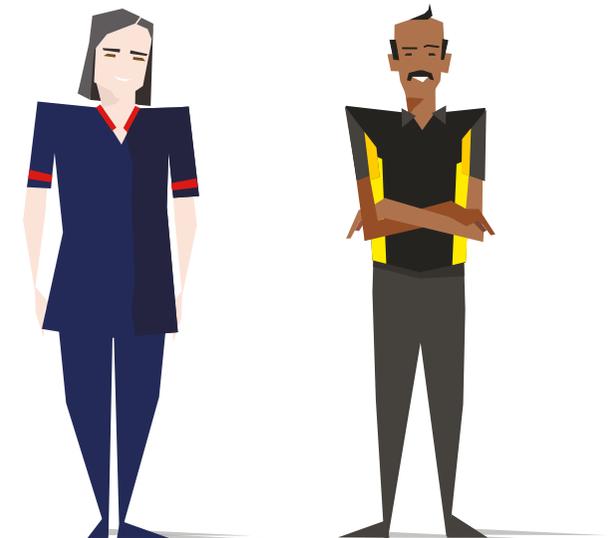
Strategic and Whole System Workforce Planning

Culture

Many of the people with us today will remain with us in the future. We value the knowledge, skills and expertise they have now and want to enhance their potential to support the delivery of our future ambitions. Shortages in key roles , the pressures currently experienced by our services and demands on our workforce mean that we need to be creative and focus on new ways of working to support our local population needs. This will be achieved through:

> Releasing capacity through skill mix and advanced/extended roles which will support the future workforce shape and supply.

> Developing the workforce to provide person-centred care, enabling our citizens to be more independent and responsible for their own health and wellbeing.

> Building a future workforce through apprenticeships, Kickstart , succession planning etc.

> Utilising technology to help us where we can be more effective.

> Enabling a more flexible and agile workforce through policy and practice.

The UHB has developed a learning alliance with Canterbury Health Board (CHB) in New Zealand to learn about the significant cultural and system improvements they have achieved over the last 10 years. They have benefitted from improved staff morale and culture with a high trusting environment and a person centred approach.

We have designed a similar programme of work to develop our own health system for the benefit of patients and staff. The **'Amplify 2025'** engagement event was the first step in this process. It enabled 80 leaders to think differently about delivering healthcare, ensuring we put the person 'Wyn' at the heart of all our decision making.

We are now in the process of establishing a **'showcase'** experience at which members of our community will experience a virtual tour of our current and future models of care. The showcase is designed to amplify the awareness and pace of our strategy 'Shaping our Future Wellbeing', ensuring its delivery by 2025 and beyond.

A clear, shared vision and purpose is needed to enable integrated working that is delivered by a system-wide workforce. Working with partners and through alliances we will build upon the work already begun through 'Amplify' and our current strategy. Engagement across the integrated

service will be key to ensure commitment from our workforce and to enable a sustainable culture change over time. Compassionate leadership will also be essential in creating an integrated health and social care culture which focuses on the future needs of our population, rather than on system and organisational boundaries.

We will develop a framework with Local Authority and other partners that supports a shared vision, mission, actions and objectives to achieve this significant transformation. This will not happen quickly, as we break down traditional boundaries that prevent us doing the right things for our population; but we will move towards a new focus and governance arrangements so the health and care needs of our population are delivered through a whole-system approach.

The Way We Do Things

The Cardiff and Vale Convention brings together all members of our health care system. It is about changing the way we work and embedding this across our healthcare community. It is about bringing the right people together, breaking down traditional boundaries and working together to redesign our services around what is best for our patients.

The CAV convention aims to improve relationships between all who are supporting our patients and uses the Clinical Work Group approach to bring together members from across the system to find ways to improve the patient journey. The work groups follow key principles of patient first, valuing time, trust and respect, all of which align to the values of the Health Board.

Using the CAV Convention approach, we aim to develop uniform pathways which will improve the experience of all our patients, reduce variation, and provide seamless care. This collaborative approach will provide benefits across the whole system and allow us to provide the best possible care for our patients.

Collective and Compassionate Leadership

High quality health services, with holistic care centred around the person, can only be provided with collective, compassionate leadership and the engagement of our workforce. If we want to represent the population that we serve we need to ensure that the wellbeing of our workforce is at the centre of our Plan, as well as promoting equality, diversity, inclusion and the Welsh language. Working together across organisations and sectors will improve the retention of our current workforce, as well as attracting new people into health and social care.

Strong leadership and management skills are key to building a culture of compassionate and collective leadership which will attract, develop and continuously support a flexible and agile workforce who feel valued by an inclusive and responsive health and social care system. It will be essential that we continue to build these skills to meet the desired outcomes, and the plans to do so will be addressed further under Theme 5 and 6.

Engagement Of The Workforce

Population health and care will require multi-professional, multi-disciplinary and multi-agency teams, working collaboratively through social, rather than medical models of care. For example, roles such as wellbeing co-ordinators, social prescribers and peer workers will support the change in focus and build the wider workforce.

This Plan will be supported by co-produced and integrated workforce plans, centred around the person, with excellent team working enabling the right things in a seamless way. Delivering these outcomes will require ongoing engagement with both the workforce and key partners to support local decision making. One of the key priorities and challenges in building our future workforce, will be agreeing an integrated engagement plan across health and social care. Without this, change will be difficult to achieve, and even more difficult to sustain.

Structure

Our structure will also be key to supporting the transformation we want to see. We need to be flexible to meet the changing needs of services; removing barriers to accessing the right health and care workforce and helping individuals remain as close to home as possible. This will require different workforce models and teams. We understand that changing teams is not easy, and recognise the expert knowledge that is held locally. We will consult, support and facilitate the evolution of teams to allow decision making to be made closer to the person, whilst remaining within safe and professional standards delivered by a more agile and digitally-enabled workforce.

Developing and implementing a clear integrated health and social care structure will be key to enabling the transformation of our services and workforce. Clear lines of managerial and professional accountability and responsibility will be essential; with an emphasis on reducing waste, avoiding duplication and eliminating harm.

Learning And Skills Development

The UHB has already started the mammoth task of scoping out the educational and training needs of the workforce through Values Based Appraisals, revalidation and job planning discussions. The development of new models of care will present opportunities for our workforce to learn new competency-based ways of working.   Working differently will provide employees with more flexibility in their careers; recognising their skills and promoting co-production to care for the person. These goals will require us to work together across organisations to build an integrated and consistent approach to education, learning and development that crosses traditional organisational and sector boundaries.

Localised Employment Arrangements

The opportunity to care for people across traditional boundaries offers an exciting new dynamic for traditionally separate workforces. Harmonised governance, regulation and registration arrangements to facilitate multi-professional and multi-agency working will be a significant challenge, but should not get in the way of delivering the best outcomes for the population. We will work with key partners, Welsh Government and HEIW to explore the details of fair systems and processes that keep our workforce appropriately rewarded, valued and support career development. This will be an ongoing process to attract, recruit and retain a sustainable workforce to deliver the needs now and into the future.

Measures of success for this theme include:
- Staff engagement index/staff surveys
- No. of staff in apprentice, Kickstart, Physician Associates, Advanced Practitioner roles etc
- Reduction in vacancies
- Reduction in Turnover
- No. of staff employed in integrated roles (or number of integrated positions)
- Reduced sickness levels
- Reduced bank and agency spend
- Hospital admissions / length of stay

Theme 2: Engaged, Motivated and Healthy Workforce

We want a workforce that feels valued, developed and supported, while maintaining their health and wellbeing at work.

An engaged, motivated and healthy workforce is at the heart of developing and delivering quality services that have the most beneficial impact on our patients and communities. Research shows that higher levels of engagement have a direct and positive effect on organisational performance, patient satisfaction and patient outcomes. Experiencing a pandemic over an extended period of time, on top of already challenging priorities, has massively affected the morale, motivation and health of our workforce. Employee engagement and health and wellbeing needs to be a focus on all agendas, now more than ever. We will work with key stakeholders, including our staff, Clinical Boards, trade union partners, local authorities, third sector, and other organisations, to improve the experiences of not just our workforce, but our patients and citizens. Our commitment to partnership working is evidenced through our Cardiff and Vale of Glamorgan Move More, Eat Well Plan; whereby all Public Services Board organisations are working towards moving more and eating well.

The challenges we face under this theme include:

- Employees at risk of, and experiencing, burnout and exhaustion

- Developing effective, inclusive and accessible ways of enabling employee involvement

- Balancing increased demand for services and supporting employee wellbeing and development, against the back-drop of hard to fill vacancies, sickness rates

- Supporting and developing employees in new roles who have had minimal access to training to date due to the pandemic response

- Ability to release people from duties to attend development and reflection/wellbeing sessions.

To address these challenges we will:

- Develop and implement an effective engagement framework

- Create an informed and forward thinking Wellbeing Strategy and plan that has measurable outcomes

- Support a learning culture through developing a coaching approach and reviewing delivery of learning

- Revisit the Values to ensure they are understood and part of all we do e.g. values based recruitment, values based appraisal

- Encourage employee involvement and create improved opportunities for feedback that demonstrate two-way inclusive conversations

- Consider the working environment recognising the impact of working conditions on wellbeing, including physical and behavioural aspects

- Continue to support our employees to improve their own health, ensuring that they have access to the right information, services and activities.

Health and Wellbeing

Having healthy and motivated employees will result in improved retention, increased innovation and lower levels of sickness, as well as better patient experiences and outcomes. Our Health and Wellbeing at work is impacted by ways of working, the working environment, working relationships and behaviours, and role-related aspects such as clarity of role, feedback and recognition, access to development and achievable objectives. Access to wellbeing activities and a health-supporting working environment are important to maintain and improve the health of the workforce. Continuation of smoking cessation services and dietetic support are key to ensuring that employees are able to support their own health. In addition, through the provision of healthy food options in line with the UHB Healthy Retail and Restaurant Standards, as well as improving access to drinking water across our sites, we will continue to promote a healthy working environment.

Through consultation with employees six key themes have been identified as central in the development of the Health and Wellbeing Plan:

> Wellbeing - ensuring this is integrated, accessible and normalised

> Respect - which is multidirectional and embedded

> Training & Education - which is prepared, developed and accessible

> Management & Leadership - so our people are supported, effective and visible

> IT & Communication - which is clear, fair and consistent

> Physical Environment and Facilities - which are modern and fit for purpose

Developing a Learning Culture

We are committed to supporting our workforce at all levels to develop, grow and achieve their full potential by creating a learning culture throughout our organisation, which includes adopting a coaching approach to learning. Our aim is for development and coaching to be seen as enablers for new ways of working, improving self-awareness and fostering collaboration across multi-disciplinary teams. Team development will also support healthy working relationships and improve morale. Team interventions will include:

- An interactive toolkit for managers / team leaders to utilise with their staff.

- A library of team development interventions.

- Continuing to embed our Values within existing processes e.g. recruitment, appraisal .

- Developing the culture, mind-set and behaviours through various training and development interventions which are future focussed and support collaborative and collective working.

Listening to Our Workforce

In order to understand our workforce and to recognise where we are doing things right, and where things need to be improved, we must create more opportunities to engage with, and actively listen to, our people.

A key priority is to improve upon how we engage with our workforce while considering the quality of the information we gather and what we do with it. Existing mechanisms such as the NHS Wales Staff Survey, the Medical Engagement Scale and local surveys provide a baseline and source of information to build upon. However, to be fully inclusive and engage in two-way conversations, we must create more opportunities for employee engagement that go over and above a staff survey approach.

Developing effective ways of engaging with the workforce will be key; along with demonstrating listening and bringing people together to help shape and deliver the Organisation's Strategy.
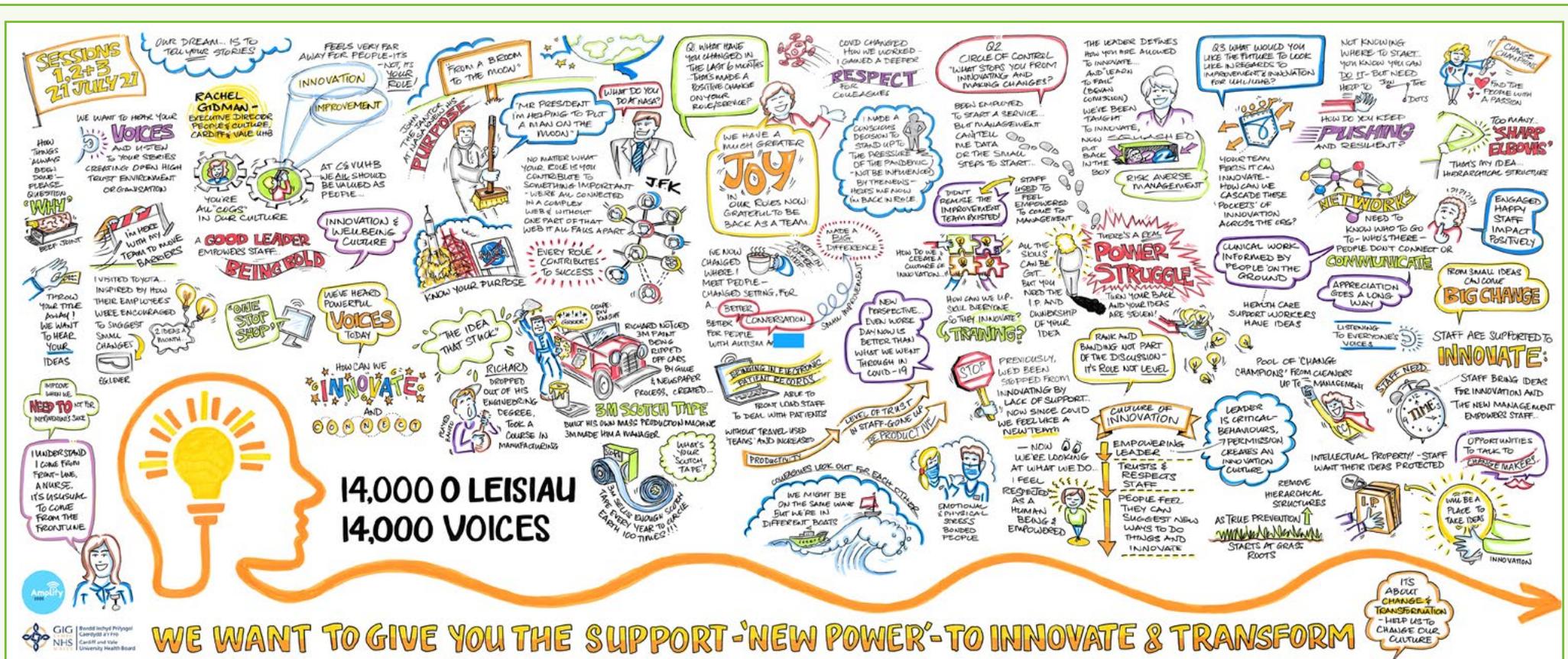
We understand that it is not easy to raise a concern and that it can be difficult to know what to do. During an exceptionally challenging time, it is more important now than ever, to respond to concerns promptly and appropriately. We will encourage employees to raise concerns directly with their manager, through their Trade Union, the HR department, or through the Freedom to Speak Up helpline.

The Respect and Resolution Policy and Raising Concerns Procedure are also available as avenues for employees to speak up, and training will be offered to all staff to support this.

The Health Intervention Team has undertaken an extensive consultation with the workforce across the UHB. We need to ensure that we continue to build on this to keep learning and address key areas which impact on our people.

We will also provide a voice for our people by strengthening and building networks for those who have shared protected characteristics, including individuals from our ethnic minority communities', the LGTBQ+ Rainbow Fflag network, and people with a disability. We will also develop an 'ally' approach to championing inclusivity, equality and diversity within the Clinical Boards.

Reward and Recognition

We will continue to develop a culture where everyone feels valued for the work they do. We will ensure that our people are rewarded and recognised, both informally and formally, for the contribution they make, across the whole system and in line with our Values. We will continue to host and nominate people for local, UHB and external awards, celebrating and publicising success and praising via the values based appraisal process. We will also create more opportunities to say thank you on a local, organisational and national level.

Measures of success for this theme include:

- NHS Wales staff survey / local pulse survey

- Medical Engagement Survey

- Wellbeing Surveys / HIT reviews

- Reduced sickness absence and reasons for sickness

- Reduced turnover

- Staff benefits

Theme 3: Attract, Recruit and Retain

We want to attract, recruit and retain the right people with the right skills.

The ability to deliver high quality, compassionate care is dependent on recruiting and retaining individuals with the right skills, abilities, values and experiences. This has become increasingly difficult following the service pressure and workforce resilience associated with the Covid-19 pandemic. The current climate has created a shortage of suitable candidates in many professions, and we need to think differently about how we attract and recruit our current and future workforce, including working with social care partners to develop an integrated workforce, and to support a diverse workforce and inclusive culture. However, we cannot just depend on bringing new people into our workforce; we need to improve how we retain, manage, develop and look after the wellbeing of our existing workforce.

The challenges we face under this theme include:

- Large scale vacancies in a number of professions
- High vacancy levels across UK labour market (1.1m)
- Turnover in some staff groups is higher than the national average
- High competition from neighbouring Health Boards and other Health/Care employers
- High reliance on Bank and Agency
- Silo working

We have recently established a Resourcing and Transformation Team which allows us to have a whole systems approach to attracting, recruiting and retaining our workforce

Our workforce data and local intelligence provide key information on current and future priorities, and enable us to develop workforce plans to meet potential gaps.

The following programmes of work will address our key challenges by improving our planning, our reputation, how we recruit and the types of roles we recruit to, as well as how we will encourage our existing workforce to stay.

Recovery and Redesign

A Recovery and Redesign Portfolio Board has been established to oversee the development and implementation of the Recovery and Redesign (R&R) programmes of work within the Health Board. Within that Board sits the Workforce hub, whose remit is to identify the total additional workforce requirements and support the Clinical Boards with recruitment by developing fast tracking processes and implementing a variety of initiatives to enable recruitment to the additional vacancies.

A number of schemes have now had approval, and recruitment to support the projects is underway with in excess of 250 posts to be recruited by the end of 2021/22. Where recruitment is not possible due to national shortages of key professions, Clinical Boards are supported in identifying alternative plans for the additional activity to be undertaken, such as outsourcing, and utilising bank and agency and overtime.

Attract

Although we can't influence the actual supply of registered workforce in the short term, we can concentrate our efforts on attracting people by improving the branding of the UHB, promoting the benefits of working here, and targeting specific groups in society.

There are over 300 different jobs within the NHS, but many people think only of the 'traditional' roles, such as nursing and medicine. Promoting the vast range of roles available at all levels will be a key factor in increasing the supply of suitable applicants and widening our workforce.

We will develop a clear strategy for specific targeting of advertising and recruitment, focusing on groups such as:

Ex-military personnel	**Refugees**
Black, Asian and Minority Ethnic Groups within local community	**Shrinking sectors e.g. retail, companies making redundancies**
Schools and universities	**People with disabilities e.g. through Access to Work, Elite, Remploy**
Peer workers (people with lived in experience)	
International recruitment	**The unemployed sector**
	LGBTQ+
The homeless via Shelter	**Welsh speakers**

Potential applicants may be put off applying for jobs with us due to a lack of experience or because they do not have the right qualifications.

To help overcome this we will:

- Provide work experience opportunities and open days

- Promote agile working and flexibility, including working on the Bank

- Improve our advertising, marketing and branding including a new career website

- Develop a recruitment calendar

- Introduce Health Ambassadors and staff stories.

Recruit

Our current recruitment processes can be viewed as long, complex and off-putting. We will work with shared services to explore ways of providing a more streamlined approach to recruitment, within the confines of the NHS Jobs and Trac systems, to ensure we provide candidates with a positive experience.

This will include:

- Advertising posts in a wide range of places to reach a wider audience

- Reducing the time taken for candidates to be recruited

- Offering the choice of face to face or virtual interviews

- Embedding the Values and Behaviours Framework in our recruitment processes

- Providing enhanced training for managers

- Using equality and diversity legislation for Positive Action.

WHAT WORKS | **WHAT DOESN'T**

Retain

Retaining skilled and competent individuals improves patient experience, the overall quality of patient care and employee satisfaction. All organisations require a healthy level of turnover, but the challenge is to find the right balance between turnover and retention by understanding what is going on across the Health Board. A complete programme of work to reduce turnover has recently been implemented involving a number of far reaching initiatives, including the following:

- Improving employee engagement and health and wellbeing

- Building line management capability

- Improving workforce analytics

- Providing dedicated support to new recruits and listening to their feedback

- Promoting a range of flexible and agile working arrangements, including flexible retirement options

- Extending the Internal Transfer Scheme to all staff groups

- Internal development and succession planning

- Enhancing the exit interview platform to improve our understanding.

We will also support retention by proactively supporting an older workforce both through policy and procedures and by encouraging managers to have conversations with their staff around retirement much earlier in their working life.

Measures of success for this theme include:

- Improved turnover rates

- Reduction in variable and non-contracted pay bill

- Time taken to recruit

- Number of appointed candidates

- Reduction in vacancy rate

- Increased diversity in our workforce
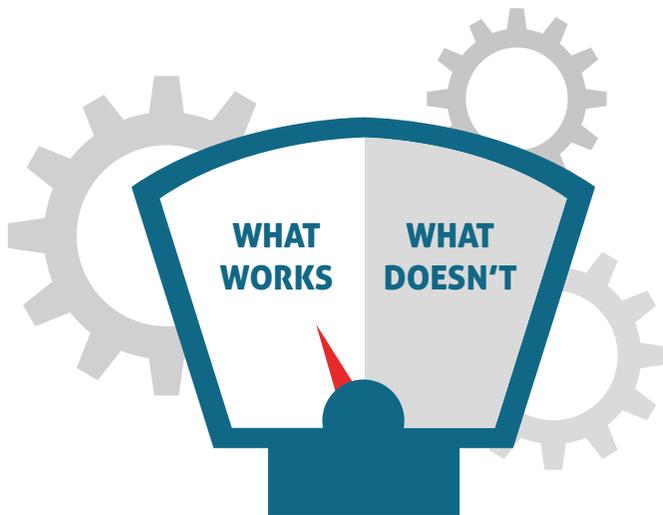
Theme 4: Building a Digitally Ready Workforce

We want to have a workforce that is digitally ready, with both the technology available and the skills to utilise this effectively.

Technology is playing an increasingly important role in our working practices, with the pandemic highlighting the importance of a workforce which has both access to technology and the skills to use it. There has been accelerated progress in the development of technologies and the pace at which these have been rolled out, and this has had a positive impact, enabling many to adopt new ways of working, including the ability to work in an agile manner. Technology will be essential in ensuring that we create an agile, accessible Organisation that is able to attract and retain a more diverse workforce and recruit to posts which are traditionally difficult to recruit to. The Digital Strategy will also support the person accessing health and care more easily and our workforce will be able to work across systems, rather than waste, duplicate or cause further harm by repeating procedures that have already been undertaken in different settings.

However, this has not come without its challenges:

- The workforce has had to rapidly upskill themselves, in already challenging circumstances

- Implementation of these technologies has highlighted issues with system design

- New challenges for the workforce e.g. regularity of Teams meetings and volume of email correspondence

- Whilst the adoption of new technologies has assisted the workforce and raised the bar of what is possible for many, this has not yet been universal and the digital divide is wider than ever before.

It is recognised that in order to overcome this and develop a digitally ready workforce, a number of steps will have to be taken, with initial actions laying the foundation by which we are able to make progress.

To address these challenges we will focus on:

- Access

- Skills

- Wellbeing

- Agility

- Innovation

Access

To overcome the barrier of access to core technologies, all employees should be provided with access to our main IT systems. This underpins everything else on the agenda of developing a ready and capable workforce. Providing the workforce with access to these technologies demonstrates a more inclusive approach, by offering equitable access for all and helping reduce the digital divide.

Skills

In order for the workforce to be digitally ready, they will need to develop a core set of skills. To achieve this we will:

- Identify and quantify the systems already in use

- Create a digital skills framework

- Conduct a skills assessment to map out competency against the framework

- Provide training opportunities and materials

- Understand the governance of sharing information and how we join together as we move to a more integrated model.
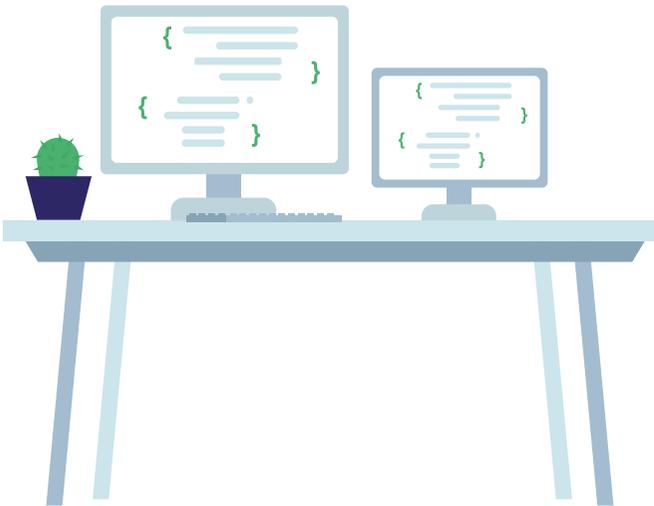
Wellbeing

Digital technology has had a significant impact on the way people work, and while much of this is for the better, it has caused new challenges, including 'Teams fatigue', increased volume of emails, sometimes outside of core working hours, and inadequate breaks away from a screen. We need to develop ways of working which enable us to benefit from these changes effectively, whilst enhancing our wellbeing.

Guidance on how to maintain our wellbeing while working digitally will be developed and communicated widely to support the workforce and promote healthier online working practices.

Agility

The use of technology has made agile working a reality for many.   However, some barriers remain, and more needs to be done to enhance this experience for the workforce to make it seamless and to ensure that we maximise the benefits of agile working for the Organisation, the service and the individual. By utilising technology in this way we will be able to support health and care closer to home and enable the workforce to deliver the service in any setting.

Innovation

The rapid rollout of technology has unquestionably helped us in unprecedented times. However, we now need to ensure we keep abreast of enhancements to existing systems and explore new emerging technologies which may have a positive impact on the workforce.

Over the next 3 years, as part of this Plan, we will strive to foster innovation through the exploitation of current systems and adoption of new technologies.

Measures of success for this theme include:

- Staff engagement index

- Enhanced staff wellbeing

- Number of staff without email addresses

- Participation rates in IT training

- Number of staff accessing ESR

Theme 5: Education and Learning

We want to invest in education and learning to deliver the skills and capabilities needed to meet the future needs of the people we care for and support our people to progress their careers.

The provision of high quality education and development is fundamental to providing safe, high quality care and helps the workforce to feel valued, motivated and resilient. We need a highly skilled and capable workforce with the values and behaviours necessary to support effective service delivery, the UHB strategy and the COVID recovery plan. Our workforce must also have access to the education, development and support they need to develop the level of competence required to deliver safe and effective care, enhance their skill set and ultimately to progress their careers. This investment in our workforce is crucial as all employees continue to face the challenges brought about by the pandemic and recovery plan. It will also support an integrated, whole-system model and improved seamless working.

Some of the challenges we face are:

- Unprecedented workforce pressures significantly compromising the ability to release staff

- Funding limitations and limited uptake of externally-funded learning opportunities

- The impact of the constraints imposed by the pandemic on face-to-face learning

- Leadership, management and clinical education is well established but there are limited development opportunities for many other staff groups.

To address these challenges we will:

- Ensure our educational infrastructure is highly responsive to service needs and accessible to the workforce

- Foster an inclusive culture which values the contribution and development needs of the entire workforce

- Develop creative and transformational approaches to education and development which will support service transformation, integration and health and social care, workforce redesign, health and wellbeing and maintain patient safety

- Maintain strong working relationships with stakeholders

- Market existing opportunities and show how development can support career pathways.
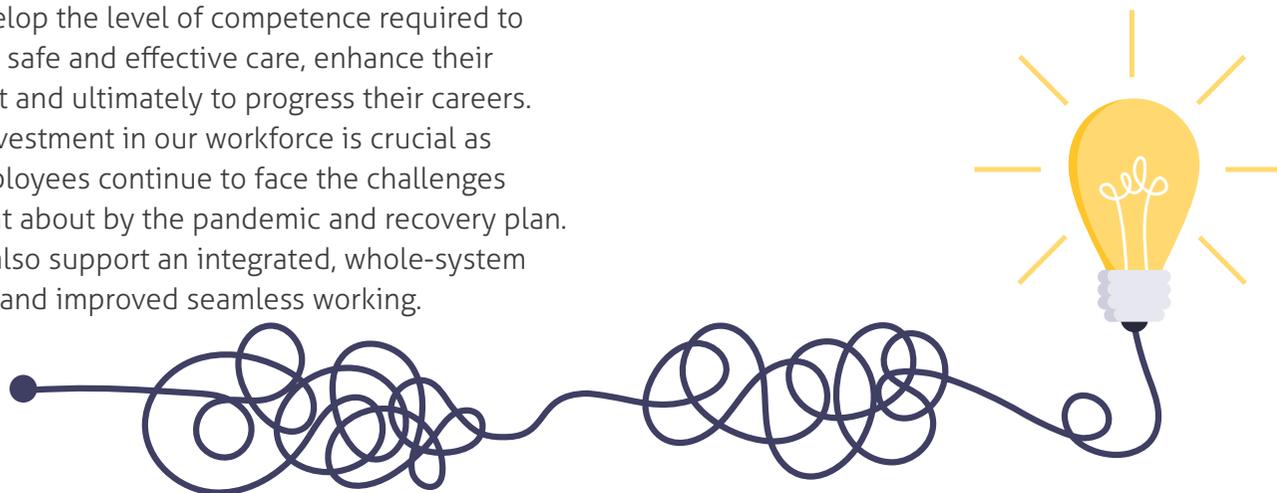
It is an exciting time for education in Cardiff and Vale as work to redefine the educational infrastructure advances at pace. We now require a robust UHB wide Educational Strategy which will support workforce priorities and drive forward the vital education and development needed by all staff groups across our workforce.

Cardiff and Vale UHB Centre of Excellence for Health Education (CAV-CEHE)

We will develop and implement an overarching education infrastructure for Cardiff and Vale UHB which will encompass a number of academies:

Clinical Education (CAV-ACE)

Leadership and Management (CAV-LAMA)

Apprenticeships

Coaching, mentoring and team development (CAV-ACT)

Academy for support services, admin staff etc

The workforce will be engaged with and consulted on the development of these academies to ensure local knowledge and expertise is incorporated.

Inter-Professional Education

We will establish a UHB Inter-Professional Clinical Education Group to oversee the development of an inter-professional and inclusive UHB Education Strategy that represents all clinical staff groups working across nursing, medicine, allied health professions and health science, and fosters a culture of inter-professional education.

Overseas Nurse Education

An Overseas Nurse Education Centre (ONEC) concept will be established to host the UHB's Overseas Nurses Adaptation Programme (ONAP) and act as a recruitment tool for UK-based international nurses.

Preceptorship

Preceptorship programmes for all clinical professions will be reviewed and revised in line with guidance from professional bodies. Both inter-professional development opportunities for preceptees and a multi-professional preceptorship framework will be developed internally. In addition, we will work with HEIW and Welsh Government regarding National preceptorship developments.

Operational Pressures

The LED team will undertake monthly reviews of recruitment and resourcing activity with the Workforce Resourcing Team to ensure that the necessary clinical education is in place to support organisational pressures including winter pressures, the pandemic and COVID recovery.

All educational initiatives will be designed to support recruitment and retention activity for all staff groups.

Ensuring the safety of our people and the people we care for is paramount. Thus strong links will be established with the patient safety and patient experience teams to ensure that education and training aligns to the UHB's Quality, Safety and Experience Framework.

Career Pathways

We will develop an organisational Health Care Support Worker (HCSW) development framework which will help clinical Health Care Support Workers across all professions to progress their careers and, where possible, achieve registration.

We will also develop education programmes to support career development pathways for all staff groups.

Digital Learning

We will develop innovative digital and blended educational experiences which can be easily accessed and provide a flexible means of learning for our workforce.

Meddwl Cymraeg - Think Welsh

The Meddwl Cymraeg - Think Welsh campaign encourages employees to consider how the Welsh language can be incorporated into their everyday roles. We will continue to encourage our workforce to use their Welsh language skills at work and offer opportunities for learners and improvers through the 'Work Welsh' lessons.

Measures of success for this theme include:

- Evaluation against project plans including stakeholder feedback
- Evaluation of learning opportunities (new and established)
- Course attendance figures (including inter-professional learning opportunities)
- Annual HCSW Career and Skills Framework compliance data for all clinical professions
- Number of HCSW who progress from Certificate in Higher Education to band 4 Assistant Practitioner role
- Number of HCSW who graduate from pre-registration nursing programme and join UHB as band 5 nurses
- Number of international nurses who complete the Overseas Nurses programme and achieve NMC registration

Theme 6: Leadership and Succession

We want to have leaders in the health care system who embody inclusive, collective and compassionate leadership.

In order to deliver a sustainable, effective and resilient health care system, our leaders at all levels and within all roles and professions need to understand, recognise and develop inclusive, collective and compassionate leadership principles and behaviours. This in turn will help engage, motivate and develop the people and teams around them.

Our leadership approach requires a focus on inclusion, collaboration and authenticity and there needs to be recognition that leadership can happen in any role, regardless of title and banding. Therefore, we need to create opportunities for all to contribute to innovation, change and improvement. The link between leadership, employee engagement, wellbeing and inclusion, and the impact on patient experience and outcomes, must be at the forefront of all we do.

Some of the challenges we may face are:

- Developing leaders at all levels

- Providing a wealth of development opportunities in a way that reaches leaders at all levels i.e. flexible, easy to access and available across the system

- Planning for succession

- Ensuring our leaders are digitally capable.

To address these challenges we will:

- Identify potential leaders at all levels and in all professions

- Develop leadership and management programmes, masterclasses and coaching and mentoring networks to facilitate skills development

- Ensure our leaders have access to the right digital equipment and also have the skills to use it

- Embed a timely and robust evaluation process

- Strive for a psychologically safe workforce.

Leadership

Effective talent and career development are necessary for the sustained motivation and retention of employees and must be a key leadership consideration.   There is a clear link between leadership and organisational performance, culture, and employee engagement.

In 2015, a review conducted by the Faculty of Medical Leadership and Management, The King's Fund and the Centre for Creative Leadership showed the importance of leadership in healthcare. The review concluded that 'there is clear evidence of the link between leadership and a range of important outcomes within health services, including patient satisfaction, patient mortality, organisational financial performance, employee well-being, engagement, turnover and absenteeism, and overall quality of care'. Therefore, great leadership development improves leadership behaviours and skills, which results in higher levels of colleague engagement which leads to better patient care, experience and outcomes.

We will provide opportunities for leaders and managers at all levels to develop skills appropriate for their roles by:

Defining what excellent leaders look like at different levels	**Offering a breadth of accessible development opportunities**
Signposting employees to relevant developmental opportunities	**Identifying development pathways for under-represented groups**

Incorporating Inclusive, Collective & Compassionate Leadership Principles

Being treated with compassion helps us to feel safe and valued, which improves our cognitive function and wellbeing. In turn, we become more engaged and our performance improves. We will embed the principles of compassionate leadership across the Organisation by incorporating them into our recruitment, training and development.

A Coaching and Mentoring Culture

A coaching and mentoring culture is about delivering results, improving performance and making the most of people's potential through asking questions to help them to discover their own solutions and ways forward. When a coaching approach is adopted, hierarchy gives way to partnership and collaboration; and blame gives way to curiosity, honest evaluation and learning.

Why build a coaching culture?

We will embed a coaching culture by:

- Considering coaching and mentoring skills as part of the recruitment process
- Developing a coaching network
- Recognising and praising coaching skills during one-to-one meetings and appraisals
- Offering opportunities at all levels to develop coaching and mentoring skills
- Using coaching in meetings and to support difficult conversations.

Improved knowledge and skills · Improved self awareness · More effective leaders and managers · Better communication · Better conflict resolution · Increased confidence

Succession

We will embed robust succession planning processes to support the recruitment to critical leadership roles by:

- Identifying the key skills and qualities required for individuals to thrive in these roles

- Developing talent benches to ensure critical roles can be filled in a timely manner

- Ensuring that potential leaders are mapped to critical roles and are provided with the support and development they need to thrive

- Monitoring performance over time; continuing to offer development opportunities to meet the needs of those who are new in post.

Measures of success for this theme include:

- Turnover

- Talent Management and Succession Pathways - career journeys

- Reduced sickness levels

- Number of active, trained coaches and mentors

- Colleague feedback e.g. staff experience surveys

Theme 7: Workforce Shape and Supply

We want to have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population.

Throughout this plan we have referred to the shortages experienced in some professions and services and the impact this has on service delivery, quality of care and employee experience as well escalating costs. The actions described in relation to the other themes will have a positive impact and move us towards a more sustainable position. However, there is also a need for further workforce modernisation, new roles and extended skills, supported by the improvement of workforce intelligence and workforce planning skills. This includes the development of appropriate efficiency and productivity measures that help facilitate benchmarking and demonstrate value as our workforce shape continues to change.

Some of the challenges we may face are:

- Supply - there are significant shortages in some professions, services and skills

- Rising levels of absence, vacancies and turnover

- A lack of capacity and resources for innovation, modelling, planning etc

- Lack of engagement and collaboration

- A focus on operational planning which meets current challenges but does not provide longer-term people solutions.

To address these challenges we will:

- Focus on strategic workforce planning to find more sustainable, future-focused solutions rather than short term decisions which do not address the longer term challenges

- Involve our people in decisions and developments

- Engage and collaborate with our partners

- Protect time for innovation, moving away from traditional thinking

- Review operating models and establishments

- Invest and think about the future.
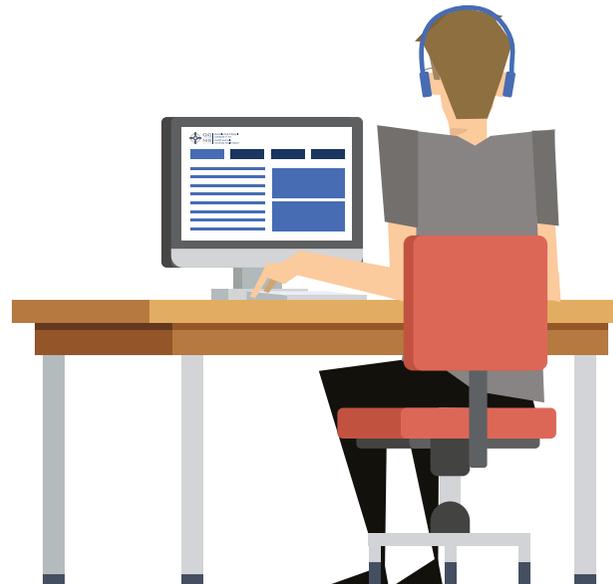
The development of a National Clinical Plan and Regional Partnership Board Transformation Plans in support of the delivery of A Healthier Wales also have the potential to affect the shape of the workforce, and this will need to be kept under review as the plans develop. In the meantime, there are some critical areas that require an urgent and intensive focus in the short term to accelerate solutions that support safe staffing arrangements.

Workforce Analytics

The underlying goal of analytics is to identify, interpret and communicate patterns that can inform strategic decisions and improve performance.

We will strive to become a Centre of Excellence for workforce intelligence and analytics, with high quality, standardised reports and sophisticated modelling techniques to support workforce planning, development, efficiency and productivity. We will achieve this by upskilling HR to become more data-literate, improving the quality of the data by training users and ensuring data is easily accessible through a visual dashboard. This will enable us to move towards more data-driven workforce and educational planning to support future skills requirements.

Shaping the Workforce Through Key Enablers

We will improve people outcomes by tackling workforce shortages and increase job satisfaction through the development of new and amended roles. This will be achieved by utilising a number of key enablers with the overall aim of redesigning roles to benefit our patients, our workforce and our population.

We will influence supply by aligning local workforce plans to the strategic plans and ensuring they are supported by the data e.g. maintaining education to grow the future workforce, growing apprenticeships (including advanced and higher level apprenticeships), building on the success of the Kickstart programme and increasing opportunities for our existing employees to undertake training and education.

New ways of working will be introduced to create a culture that breaks through system, sector and professional barriers. This will be achieved through:

> **New roles** (including extended / advanced roles) as a response to workforce shortages and increasing job satisfaction

> **Upskilling** to create a competent workforce, working to its maximum potential; an agile workforce which can be deployed; and a capable workforce with future-facing knowledge and skills.

Strategic Workforce Planning Capabilities

Our aim is to have a whole-population workforce planning approach that will shift focus from siloed, profession-based activities towards a model for the whole health and care economy system. This is closely linked to Theme 1, and will lead to an improvement in workforce planning capabilities through:

- Developing relationships and implementing strategic, integrated workforce planning

- Building capacity and capability in workforce planning

- Designing and profiling the future workforce on a population health basis

- Ensuring plans are in place for each Clinical Board, aligned to our commissioning intentions and taking into account tertiary and specialist services, with cross cutting themes outlining progress towards strategic objectives

- Developing the Welsh language skills of our employees and recruiting bilingual employees to ensure service delivery through the medium of Welsh.

Workforce Systems that Drive Efficiency

We will embrace and develop systems which support the Organisation in its drive to improve efficiency and effectiveness. By developing productivity measures we will be able to facilitate benchmarking and demonstrate value as our workforce shape continues to change.

Our top priorities are:

- Continuing the implementation and effective use of e-rostering systems and accelerating roll out where possible
- Optimising medical workforce sessions aligned to patient outcomes through effective job planning
- Utilising ESR to its full potential by training and upskilling managers to understand how the system can support them to manage their teams
- Maximising the use of L&D functionality on ESR by recording development needs identified within the appraisal process and the Organisation's TNA
- Creating a less bureaucratic job evaluation process for the Organisation, whilst working within the parameters of the Agenda for Change Job Evaluation system

- Investing in online education, expanding e-learning and technology-enhanced education and training.

Measures of success for this theme include:

- Levels of engagement (including staff engagement index)
- Workforce Metrics (retention, vacancy rate, variable and non-contracted pay)
- Reduction in skills shortage
- Improved efficiency in rostering (e.g. catch up shifts)
- Successful roll out of Health Rostering
- Number of apprentices appointed and made substantive
- Improved accessibility and use of workforce analytics
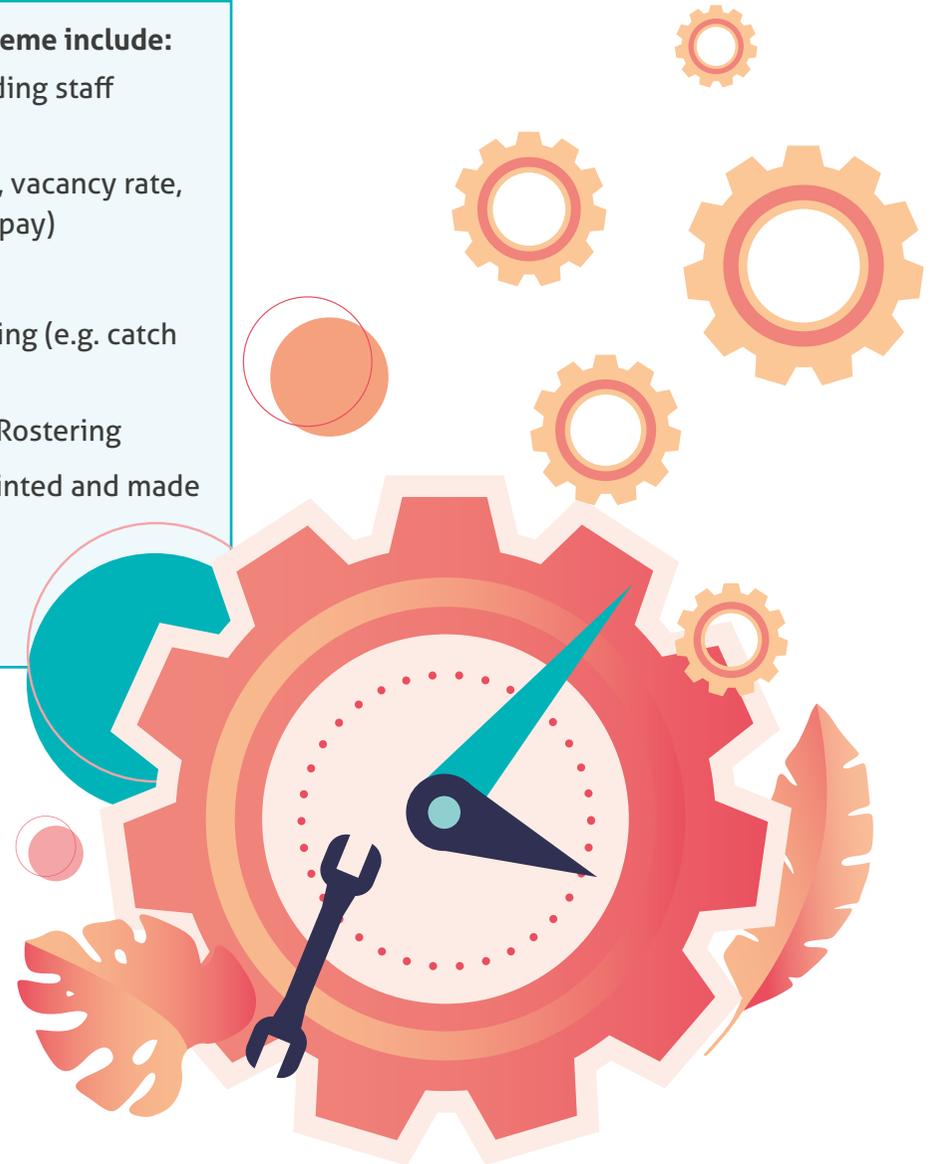
Shaping Our Future Workforce

The People and Culture Plan is part of Shaping Our Future Workforce, which is an enabling programme linked to Shaping Our Future Wellbeing and the strategic portfolios aligned to it.

Llunio ein **Llesiant** i'r Dyfodol
Shaping Our Future Wellbeing

Llunio **Iechyd ein Poblogaeth** i'r Dyfodol
Shaping Our Future Population Health

Llunio ein **Gofal Cymunedol** i'r Dyfodol
Shaping Our Future Community Care

Llunio ein **Gwasanaethau Clinigol** i'r Dyfodol
Shaping Our Future Clinical Services

Llunio ein **Hysbytai** i'r Dyfodol
Shaping Our Future Hospitals

Llunio ein **Gofal Iechyd Cynaliadwy** i'r Dyfodol
Shaping Our Future Sustainable Healthcare

Llunio ein **Gweithlu** i'r Dyfodol
Shaping Our Future Workforce

Llunio ein **Gwasanaethau Digidol** i'r Dyfodol
Shaping Our Future Digital Services