

Contents	Page
Introduction and Context	1
Section 1 THE CURRENT WORKFORCE	2
Section 2 VISION FOR THE FUTURE	5
Section 3 KEY PLATFORMS AND OUTCOMES	7
Section 4 ORGANISATIONAL DEVELOPMENT, LEADERSHIP AND DEVELOPMENT	10

Introduction and Context

The purpose of this strategy is to set out how the Trust intends to engage with, empower and develop staff across the Trust so that they are able to deliver high quality patient care.

The Workforce and OD strategy is a key enabler in the delivery of Working Together for Success and that is the context within which this strategy has been developed. Working Together for Success and the development of the new clinical model will not be successful without an engaged, skilled and motivated workforce and this strategy sits alongside other enabling strategies such as Estates and ICT in being key to the overall success of the Trust.

It is aligned to the Trusts values, aims and objectives and sets out the vision for the workforce for the future.

Section 1: The Current Workforce

This describes the current workforce in terms of numbers, staff groups, age profile, gender and turnover. It also includes data on absence rates and numbers of disciplinary hearings and grievances lodged from April 2011 to February 2012.

Section 2: Vision for the Future

Sets out the vision for the workforce for the future in the context of the aims and values of the Trust.

Section 3: Key Platforms and Outcomes

Outlines the key platforms of the strategy, the expected outcomes and how we will get there

Section 4: Organisational Development, Leadership and Development

Describes the specific organisational development and management and leadership development which will support delivery of the strategy.

1. The Current Workforce

Information on the current workforce is provided below, with some information against current key performance indicators. The integrated planning work started in 2011 will inform the nature of the workforce going forward to 2016 and this will be refined in the annual Workforce Plan which supports the Annual Delivery Plan (ADP).

	Head count
Unscheduled Care (EMS/HDS/Control)	1784
Planned Patient Care Including PCS Control	741
NHSDW	257
Corporate Departments	177
Bank and Sessional	40
Volunteers	1938
TOTALS	4937 (2999 excluding Volunteers)

The cumulative sickness absence rate for the period of February 2011 to January 2012 is 6.51% (as against 6.45% for the period 12 months earlier February 2010 to January 2011). The current actual absence figure for the month of January 2012 is 7.11%. This compares against the January 2011 figure of 7.95%.

The labour turnover and stability for the Trust for period up February 2012 is 6.18%.

Workforce staffing numbers split by age band and gender:

		Headcount
	Age Band	
Female	16 - 20	3
	21 - 30	164
	31 - 40	335
	41 - 50	360
	51 - 60	173
	61 - 70	24
	Total Female	1,059
Male	16 - 20	2
	21 - 30	119
	31 - 40	488
	41 - 50	656
	51 - 60	500
	61 - 70	170
	71 & above	5
	Total Male	1,940
Trust wide Totals		2,999

Case Management 2011

Disciplinary Investigations currently ongoing	11
Grievances lodged April 2011– February 2012	9 in total <ul style="list-style-type: none"> • 5 collective grievances • 1 resolved grievances at the informal stage • 3 grievances not upheld to date

2. Vision for the future

The Vision

The vision for the Trust is that it is an Ambulance Service for the People of Wales which delivers high quality care wherever and whenever it is needed.

To deliver this, as set out in Working Together for Success, the staff must have the necessary skills to enable them to deliver the high quality care and be fully engaged in all aspect of the work of the Trust. Specifically, to that nothing is decided about them without them.

Delivery of this is against a challenging economic scene and there will not always be agreement on the decisions which may need to be made. The framework set out in this strategy is to ensure that the ways in which decisions are made are open and allow discussion and link back to the core values.

The Values

The whole Trust was involved in identifying that the following values are those which should underpin 'the way we do things around here':

- The healthcare needs of the users of our services are paramount. We seek opportunities to engage meaningfully with those users in planning, designing and delivering care
- Openness and honesty
- Everyone deserves to be treated with dignity and respect in equal measure. This is true of every relationship we form, including with colleagues.
- Effective communication
- Pride in our work and our Trust
- Shared ownership for our work and to continuously strive to improve what we do
- Accountability being personally responsible for our actions and behaviours

These shared values were used to inform the rights and responsibilities of service users and staff and underpinned the Staff Charter which is appended to this document (**Appendix 1**).

Objectives

- To achieve all of the national quality standards and clinical requirements
- To provide the right service with the right care, in the right place, at the right time, with the right skills
- To provide high quality planned patient care services which are valued by users

The next section of the strategy sets out the key platforms for taking this forward.



3. Key Platforms and Outcomes

This section sets out the focus for the strategy and the expected outcomes under three main themes:

- **Sustainable workforce**
- **Engagement and empowerment**
- **Effective leadership**

These are explored in more detail below:

Sustainable Workforce

The concept of a sustainable workforce is to ensure that there is a continuous supply of appropriately trained and skilled staff to meet current and future service needs. This requires the development of realistic workforce plans which are fully integrated with service and financial plans. It also requires the workforce to be organised in such a way that it delivers what is required, rather than reflects historic arrangements.

There are a finite amount of NHS resources, so it is essential that the workforce can demonstrate continued improvement in productivity and efficiency. However, to do this without due regard to the health and wellbeing of the workforce will be counterproductive. There will therefore be a focus on this and on appropriate performance management and feedback as evidence suggests this has a positive impact on patient care.

Whilst turnover is inevitably lower at times of slow economic growth, the Trust must not be complacent and through encouraging appropriate personal development with onwards progression, it will continue to ensure that it is the employer of choice for its entire staff.

What are we trying to achieve?

- Supply of appropriate trained and skilled staff
- Realistic workforce plans
- Workforce configured to deliver service needs
- Improved productivity and efficiency
- Focus on health and wellbeing
- Employer of choice

Engagement & Empowerment

The full participation of staff in strategic and operational decision making and effective partnership working has been shown to be evident in high performing organisations. If staff do not have a shared understanding and ownership with senior managers of the changes required in respect of the workforce, then any change will be difficult and not sustainable.

This will be done by following the model of staff engagement used in the integrated planning workshops. Bringing together staff involved in and influential in delivering the changes will enable them to influence and own the development of the plans and the implementation process.

Staff should want and be able to influence issues which affect them at work, understand the reasons for change and be able to act as ambassadors for the service with other stakeholders.

Previous staff surveys have indicated that staff do not feel empowered at work and do not feel they have influence over their working patterns or practice. This is something which will be taken forward as the new service model and revised working practices are developed and should involve the removal of barriers to enable the delivery of seamless care as envisaged in *Working Together for Success*.

Throughout all of this work, clear and consistent methods of engagement and then communication with all partners and stakeholders will need to be developed and routinely tested to ensure that issues are understood and the subsequent plans are owned through clear messages.

What are we trying to achieve?

- Strong involvement of staff and other stakeholders in strategic and operational decision making
- Effective partnership working
- Shared understanding and ownership of required workforce change
- Clear communication processes with all partners and stakeholders
- Removal of barriers to enable the delivery of seamless care

Effective Leadership

The strategy will not be delivered without effective leadership at all levels of the Trust. Leadership requires the development of all staff through effective coaching and mentoring. The Trust's Organisational Development (OD) plan will support the development of leadership skills at all levels of the Trust but will also ensure that those who have a management role have the required management skills.

The Trust has a responsibility to ensure that all staff have a clear understanding of what is expected of them which has a "clear line of sight" with meeting *Working Together For Success* through their objectives and they have regular feedback on their performance against those objectives. This should be supported by a personal development plan.

The Trust will ensure that by 31st March 2013 all staff will have agreed objectives and a personal development plan which is recorded and can inform the Trust's training and development plan.

All staff should take responsibility for their own development but the Trust must create the right culture and environment to allow this to take place.

There is evidence developed over a number of years that working in effective teams has a positive impact on patient care. The Trust will therefore ensure that team based working becomes the way in which staff work and this will be a key part of the OD plan.

What are we trying to achieve?

- Effective leadership
- Ownership of own development needs
- Coaching used for development at all levels
- Talent spotted and managed at all levels
- Team based working delivering high quality outcomes

4. Organisational Development, Leadership and Development

Organisational Development (OD)

OD underpins the Trust's ability to deliver the strategy and will only be achieved through engagement, ownership and empowerment with all staff as well as leadership at all levels in the Trust to deliver transformational change.

Any OD intervention or activity will clearly set out what it is seeking to achieve and provide complete clarity of purpose for those engaged in change. OD addresses the structure, processes and systems which currently exist and may be barriers to change. Effective OD interventions will create structures, processes and systems which are sustainable but flexible for the future.

Team Based Working is a concept which is known to be successful in improving patient care and in improving the engagement, motivation and performance of staff in the NHS. High performing teams can have a significant, beneficial impact on patient mortality and team based working as an approach which will be taken forward in the Trust to support the achievement of objectives and Working Together for Success.

OD interventions will go beyond the traditional levels of staff engagement and ensure that models of collaboration and partnership are developed for sustainable change. Changing the approach and behaviour of all those involved will be key to OD success.

For OD interventions to be successful they need to be embedded into the way the Trust works so that the Trust becomes a transformational organisation, responsive to patient needs.

Leadership and Development

Effective leadership is crucial to securing significant organisational change; leaders at all levels of the Trust will model the openness, risk taking and innovation necessary for change. Leaders will need to communicate the vision, generating enthusiasm, providing support and personal advocacy to lead others towards the future. Strong and visible leadership is required to develop a highly flexible workforce based in terms with transferable skills across professional and organisational boundaries.

Coaching is a foundation that allows people to feel valued and appreciated. Through assisting others to understand the outcome they want, where they are now, what choices they have (and the consequence of these), the actions they want to take and how they will be review their actions can help to improve decision-making and services. Approaches will be developed which will both embed the concept of coaching at all levels as well as ensuring a network of accredited coaches are available as required.

New ways of working will require new skills and the supply of people to fulfil future roles must be actively managed. Staff will require a range of competencies to enable them to deliver innovative and high quality services supporting changing case mix and changes in patterns of service delivery.

There will be a co-ordinated system of skills development and training which will ensure staff are trained, motivated and competent to deliver the services they provide. Staff will be prepared for extended roles with enhanced skills to enable decisions to be made which support patients being treated within the community.

World class talent management lifts performance above the average. The Trust will develop local approaches to identifying and supporting talent, using collaborative opportunities wherever possible. These will include using the Leadership Framework and the PDR process, accessing specific learning activities and facilitating development centres.

To develop effective partnership working, every opportunity will be taken to develop all levels of staff in collaboration with stakeholders. This will build on the successful leadership and management approaches that are in place.



What success will look like in 2016?

Through workshops, staff are developing the details of “success”. The initial workshops have identified that success looks like:

Doing the right thing and encouraging others to do the same	Individuals belonging with a common purpose, objectives and ownership of outcomes	Motivated individuals wanting to keep doing better
Excellent reputation with staff and patients	Belief in each other – one team	Coaching style used in all conversations
Individuals (staff/others) wanting and able to “tell the story”	Supporting each other as a team	First hand experience of great services
Effective two-way conversations	Individuals proud of what they do	Listening to patients and each other
Minimal workplace conflict	Burning desire to succeed	Learning from “errors”

How will we know we’ve got there?

In order to know whether we’ve got there, it’s important to measure our progress. Workshops have identified the following as indicators of success, and these will be developed further :

Improved patient outcomes (quality & quantity)	Improved patient experience through feedback	Improved wellbeing of staff through feedback
Staff being “wanted” by other employers	High % of staff saying “I’d recommend working here”	Stakeholders giving positive messages
Less workplace conflict (e.g. grievances, sickness etc)	Routinely at least 3:1 positive to negative messages	Recruit the best (fully meet person specifications)

Appendix 1

STAFF CHARTER

Rights	Responsibilities
Be open and honest and to engage in 2-way regular conversations	<ul style="list-style-type: none"> • Participate in regular communications with colleagues • Talk to our manager if we have concerns • Ask someone if we don't know the answer • Be clear in the message that we are trying to give the public or colleagues.
Be fully involved in planning and implementing change	<ul style="list-style-type: none"> • Be open to safe, evidenced based change and innovation in service delivery • Contribute to and take responsibility for changes to our work to improve the service we deliver • Find out what is happening and what is planned in the Trust through our manager • Ensure concerns about quality of service or employment issues are raised through appropriate channels and actively support others to raise such concerns.
Work in an environment which encourages learning, innovation and continuous improvement within a positive and fair culture	<ul style="list-style-type: none"> • Take ownership for developing our skills and knowledge portfolio • Participate in personal development review process • Openly discuss and share good experiences • When something goes wrong use this as an opportunity for learning and future improvement.
Be provided with a safe working environment	<ul style="list-style-type: none"> • Provide safe, high quality services to the best of our ability through following safe practices • Keep the work environment safe and healthy for ourselves and others.
Be provided with an environment which promotes dignity and respect	<ul style="list-style-type: none"> • Value and respect each other's differences and contributions and recognise the legitimate interests we may represent • Actively listen to our colleagues' contributions • Think about what we are about to say or do before we do it to consider the impact on individuals and groups we are talking to/dealing with.
Encourage each other to take ownership of our work and behaviours	<ul style="list-style-type: none"> • Be accountable for our behaviours and actions • Be open to legitimate scrutiny from colleagues or the public • Provide the best quality of work that we can achieve.
Encourage pride in our work, the Trust and our achievements	<ul style="list-style-type: none"> • Recognise and celebrate colleagues' achievements and act as an ambassador for the Trust at all times.