

# Swansea Bay University Health Board

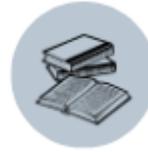
## People Strategy 2024-2029

### Introduction



#### 1. Engaged, Motivated and Healthy

We want our people to feel valued, fairly rewarded and supported



#### 5. Excellent Learning & Education

We will support our people to develop the skills and capabilities they need



#### 2. Attract and Recruit

We want to be recognised as an employer of choice



#### 6. Leadership that Lives our Values

We want our leaders to role model collective and compassionate leadership



#### 3. Well Planned

We will aim to have the right number of skilled staff working on the right things



#### 7. Equality, Diversity & Belonging

We will strive to be diverse and inclusive, ensuring all voices are heard



#### 4. Digitally Ready

We want to ensure our people feel ready for our digital future

### What does this mean for me?

Our People Promise

## Why have we developed this strategy?

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### INTRODUCTION

“Welcome to our 5 year People Strategy, which has been written in collaboration with key partners to align with our vision to become a high quality health organisation who puts our patients at the centre.

Our people are pivotal to delivering our vision and we want to thank you for everything you do and are doing to make this happen”

Draft text - to be agreed with Executive Director of Workforce & OD, Interim CEO and Staff Side

#### **Our people are important to us**

We employ almost 14,000 people. We want to ensure we provide you with a great experience of working for us and that you are skilled, motivated and passionate about delivering high quality care to the communities we serve.

#### **Our patients and service users are important to us**

Our people strategy aligns to our ten year vision to become a high quality organisation and our ambition to become a leading health system for our communities.

#### **Our environment is changing**

Our strategy is aligned to national workforce strategies which recognise that we are facing challenges and changes ahead. We need to ensure we equip and support you to meet these challenges both now and in the future.

#### **We need to work together to deliver great staff experience**

Every one of us is responsible for providing our people with a great experience of working for SBUHB, including managers, trade union partners, corporate services, external partners and each other. Communicating a shared vision and a set of high level actions is the first part of our journey to enable us to achieve this vision together.



## Theme 1: Engaged, Motivated and Healthy

We want our people to feel valued, fairly rewarded and supported

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### Why are we focussing on this?

We know that great staff experience and high levels of staff wellbeing results in great patient experience. We want our staff to feel proud of the care we provide, feel valued, recognised and fairly rewarded for their contribution and to feel connected to the Health Board and the teams they work within.

Note the feedback we received from our 2022 Big Conversation staff engagement programme has helped to inform the actions within this strategy.

### How will we achieve this?

We will aim to:

- **deliver the recommendations from our staff engagement programme**, such as our new People Promise and compact with our Trade Union Partners
- develop and deliver actions which will support us to **retain our people**, such as reviewing our flexible working practices
- deliver a **staff recognition programme** so every role feels valued
- focus on **the wellbeing of our staff** through promoting early interventions, providing relevant training and information and extending our wellbeing champions network
- **continue to listen to our staff and aim to take action** when they speak up
- **review our people (HR) processes** to align with best practice and a learning culture

### How will we monitor our progress?

We will monitor our staff attendance, leaver rates and responses from our staff engagement surveys. We will also monitor the way we implement our people (HR) policies to ensure we are placing our people at the centre.



## Theme 2: Attract and Recruit

We want to be recognised as an employer of choice

### Why are we focussing on this?

We need to ensure we can attract and recruit the right people, with the right skills, at the right time, to meet the healthcare needs of our communities.

We are committed to supporting our communities by widening access to healthcare careers and facilitating local recruitment. In addition, our ambition is to become an employer of choice in a competitive national and international market.

### How will we achieve this?

We will aim to:

- **widen access to healthcare careers** by increasing our work experience, apprenticeship, graduate and clinical observation opportunities, particularly from underrepresented groups
- introduce **Gateway Academy Programmes to develop career pathways** for hard to fill roles
- continue to **promote our Health Board** as a great place to work
- expand our Central Resourcing Team to **support more service areas to recruit** to their nursing and health care support worker gaps
- continue to **ethically recruit nursing staff from overseas**, expanding to other professions where appropriate
- **improve the recruitment experience** of our candidates, for example, by increasing our training offer for recruiting managers

### How will we monitor our progress?

We will monitor the number of “widening access” opportunities and the impact this has on our diversity profile. We will also review the time it takes to recruit our people and its impact on candidate experience and vacancy rates.



## Theme 3: Well Planned

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We will aim to have the right number of skilled staff working on the right things

### Why are we focussing on this?

We can't deliver our services without our people. Planning and delivering co-ordinated healthcare services with appropriately skilled staff, is essential to improving outcomes for our patients and service users.

Therefore we will need to build our capability in workforce planning and identify innovative solutions, sometimes with the help of our partners, to overcome our people challenges. We may also need to embrace new ways of working by placing our teams around our patients.

### How will we achieve this?

We will aim to:

- improve **skills in workforce planning and people data**
- design and deliver **innovative and effective workforce plans** to address any immediate or emerging people risks/gaps
- **develop great teams**, in less hierarchical structures and across multi-disciplinary boundaries, **focussing on patient outcomes**
- improve **skills in collaborating effectively** with our external partners
- continue to review and update our people data systems to **improve the accuracy of our people data**
- **review our people (HR) practices** so they facilitate change
- **support the decarbonisation/ climate change agenda**

### How will we monitor our progress?

We will monitor our vacancies and how much money we spend on temporary staff to fill gaps. We will review our people (HR) practices to ensure they are timely and achieving their desired outcomes.



## Theme 4: Digitally Ready

We want to ensure our people feel ready for our digital future

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### Why are we focussing on this?

It is important we develop our people to feel confident using digital tools and technology to help improve access to our services, support us to work more efficiently, provide more effective treatments and provide better services for our patients overall.

However we recognise that for some of our staff this is scary, so we all need to play a role in supporting and building confidence to embrace our digital future.

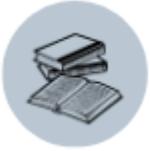
### How will we achieve this?

We will aim to:

- **promote the national digital readiness work** taking place to help us assess the digital capabilities and readiness of our people, implementing **supportive action** where required
- develop more **robust plans when integrating new digital solutions** to ensure the impact on our people has been fully considered, including any cultural change required to embed them
- **develop guidance on how our people can look after their wellbeing** while using digital tools and technologies
- **expand our Office 365 Digital Champions network**
- **provide training for digital and data solutions**, working with our Trade Union partners to source funding where required
- keep **horizon scanning** for new or enhanced technologies

### How will we monitor our progress?

We will monitor the number of staff in our Office 365 champion's network and the number of staff evaluating training events positively, where possible. We will also keep an eye on our staff wellbeing metrics, including responses to surveys.



## Theme 5: Excellent Learning & Education

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We will strive to develop the skills and capabilities our people need

### Why are we focussing on this?

Research confirms that investing in staff development has a key role to play in employee engagement and wellbeing, as well as recruitment and retention.

We are committed to supporting individuals and teams to reach their full potential as a fundamental part of our 'promise to our people' and organisational culture, with our values being at the heart of delivery.

### How will we achieve this?

We will aim to:

- **improve learning opportunities for our staff**, especially within their first 12 months of employment through buddying arrangements etc.
- **improve awareness** of free courses and professional qualifications available to our staff, including apprenticeships
- introduce **two pilot schemes to learn and use Welsh**
- **promote statutory and mandatory training compliance**
- **review and evaluate the content** of our education and learning programmes to ensure they are meeting our people's needs
- ensure we effectively plan our education requirements
- **transform and expand** our existing coaching network into the **SBU Coaching and Mentoring Network**
- **develop our education strategy**

### How will we monitor our progress?

We will monitor numbers of staff completing training and review their evaluation feedback. We will also monitor our coaching membership.



## Theme 6. Leadership that Lives our Values

We want our leaders to role model collective and compassionate leadership

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### Why are we focussing on this?

It is well documented that Leadership has the biggest impact on a team's culture and performance. Feedback from 'Our Big Conversation' also highlighted that this was the most frequently raised theme requiring improvement.

Our leadership philosophy is based on building great, clinical, multidisciplinary teams with shared visions, plans and objectives, who are empowered to deliver the best results for patients within their resources.

### How will we achieve this?

We will aim to:

- **review and refresh our leadership development programmes** to ensure they are meeting the needs of our leaders
- **launch a new Clinical Leadership Academy** to promote clinical leadership and development
- **identify and develop the top 300 front line clinical and managerial leaders** to instil our values and vision
- evaluate our **Talent and Succession planning work** and expand it to align with our appraisal processes
- **develop a people SharePoint site** for managers and staff to access and engage with our best practice people (HR) policies and processes

### How will we monitor our progress?

We will monitor numbers of staff on our programmes and review evaluation feedback. We will also review responses for leadership, management and communication from staff engagement surveys to measure improvements.



## Theme 7: Equality, Diversity & Belonging (EDB)

We will strive to be diverse and inclusive, ensuring all voices are heard

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### Why are we focussing on this?

We want to foster a compassionate culture that is inclusive and equitable, thrives on diversity and one which actively addresses inequalities. We also recognise from Our Big Conversation staff engagement work that it was important to you that you felt you belong.

We also need to meet our legal responsibilities, such as those outlined in the Equality Act, to prevent discrimination and promote equality. We also have objectives to meet, informed by Welsh Government plans, such as the Anti-Racist Wales Action Plan.

### How will we achieve this?

We will aim to:

- provide **education and coaching in EDB tools**
- develop the existing **cultural conversations** for our internationally educated Nurses, and expand to other staff groups, including identifying and **supporting Cultural Ambassadors**
- **improve our people equality data** in line with the Welsh Government Workforce Race Equality Standard (WRES)
- **widen our work opportunities to increase representation** of underrepresented groups at all levels
- **review recruitment practices to eliminate bias and barriers**
- develop and deliver **cultural competency awareness sessions**
- have more **accessible and inclusive work environments**
- support **staff networks** to champion diversity and belonging

### How will we monitor our progress?

We will review our staff engagement scores, the diversity data we hold for our people and we will also monitor membership of our staff networks.

# What Does This Mean For Me? - Our People Promise

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What I can expect from the Health Board	What the Health Board expects from me
<p><b>A voice that counts</b> - feeling safe and confident to speak up. We will listen, act and respond.</p> <p><b>Compassion, inclusivity and belonging</b> - we will not tolerate any form of discrimination, bullying or violence.</p> <p><b>Leadership</b> that role models and acts as advocates for our Health Board values and behaviours.</p> <p><b>Every role feeling valued for their contribution</b> - we will recognise and reward excellent performance and share a simple 'thank you' for day to day delivery of services and care.</p> <p><b>Trust, autonomy and efficiency</b> - we will streamline key processes and systems that do not add value, create waste, delay and cause potential harm.</p> <p><b>Flexibility</b> - we will not sacrifice our health, safety and wellbeing. We will support flexible work patterns wherever we can and if we do need to take time off, we are supported to do so.</p> <p><b>Always learning</b> and support to reach our potential. We have equal access to opportunities. We attract, develop and retain talented people.</p> <p><b>Creation of purpose and direction</b> – to enable everyone to understand the principles, changes and intent we have to improve services.</p> <p>Working for our patients to deliver outstanding care and put the patient before the NHS and other organisational barriers and transcend this by working in partnerships.</p>	<p><b>Taking ownership and responsibility</b> holding myself and others to account for delivery of high quality, patient/service user-centred care, with clear delivery focused goals and always aspiring to make things better.</p> <p><b>Speaking up and raising concerns</b> respectfully, where we notice anything that will compromise staff or patient safety or quality.</p> <p><b>Working as a team across the system for our patients</b> - providing a seamless patient /service user journey and reducing barriers to access for all.</p> <p><b>Decision making</b> by those closest to patients/service users in partnership with and supported by managers.</p> <p><b>Kind, compassionate care and service delivery</b> in my daily interactions with patients, families, carers and colleagues, in line with our values, including being kind enough to have the tough conversations and to do these with compassion.</p> <p><b>Deliver evidence based harm free care</b> based on understanding key risks, in line with clear clinical outcomes that reflect the hallmarks of service quality.</p> <p><b>Work inclusively</b> with all colleagues and value difference, building a more inclusive place for our staff and patients.</p> <p>Work together across multi-disciplinary teams to set a vision, strategy and plan for your services to everyone is clear where you and your service is heading and how it supports the services patients receive.</p>