



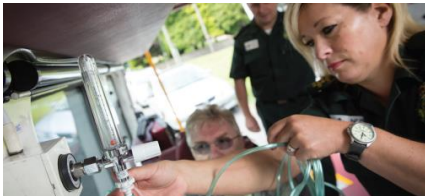
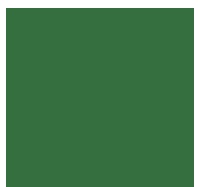
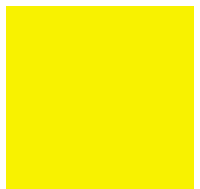
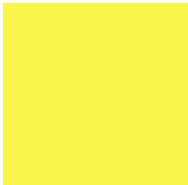
Ymddiriedolaeth GIG
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Being Our Best: Our People and Culture Strategy

2019 – 2022



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Foreword

Our long term strategy and vision for the future of work at the Welsh Ambulance Service is exciting. As we move increasingly towards being seen as a provider of out of hospital healthcare services, rather than a transportation service, we will need to ensure our future workforce is sustainable, highly skilled and capable of playing a wider role in delivering, collaborating and co-ordinating the provision of care across the wider healthcare system.

Our workforce and volunteers are pivotal to helping us achieve this. We are a people- and patient-centred organisation, and our teams, regardless of role or function, are all working together to provide the highest quality services to the population of Wales. In so doing, we are all striving to make things better for our communities and ourselves, building community resilience from a variety of settings and roles. That is why it is so important that we demonstrate compassion and care in every interaction, be it with our patients, service users or each other. What each of us does and how we do it sets our culture going forward. How each of us feels about our work and about the Trust as an employer, are the most important factors in determining the quality of the care we provide.

This **People and Culture Strategy 2019 – 2022** is the umbrella strategy that sets out our ambitions and priorities for the next three years (at a high level) to ensure we are setting in place the right conditions and culture for our people to be their best, enabling everyone to enjoy a productive, healthy, happy (working) life and to support and underpin delivery of the Trust's ambition to be the leading ambulance service, providing safe, effective, high quality care to the population of Wales.

We have prioritised and called out a number of key actions within each section which we believe are necessary to respond to some of the risks, challenges and opportunities we face; but when brought together are mutually reinforcing and designed to ensure the Welsh Ambulance Service continues to be a great place to work, volunteer, develop and grow.

The last three years have provided a solid platform upon which we will build our future plans. We have introduced many new initiatives and developments which have made the Trust a better place to be.

We know this because, through our Staff Survey results, colleagues have told us things are improving. However, we know there is still so much more we can do and must do to meet the longer term strategic ambitions of [A Healthier Wales](#) and of **Delivering Excellence – Our Vision for 2030**.

Over this next three years (and into the future), we are going to need leaders at all levels of the organisation with the vision, passion, honesty and courage to challenge the norm and recognise the need to do things very differently. We must look beyond our *workforce* to embrace the concept and opportunities of our wider **careforce**, valuing and growing the contribution of our volunteers to help transform local communities, build community resilience and help the public make better, informed, healthier choices.

You will see within our strategy an ambition to move away from tradition and uniformity, towards designing wellbeing, quality and diversity into our jobs, systems of work, working environments, learning and education. This will be key to encouraging agility, engagement and readiness to change.

I am delighted to share this strategy with you all, as the first in a series of planned three-year People and Culture strategies aimed at supporting delivery of our long-term strategic ambitions. This is a hugely exciting and challenging time for us all and we look forward to continuing to engage and work with you all to deliver our goals and ambitions over the next three years.



Claire Vaughan
**Executive
Director of
Workforce and
OD**



The Future of Work is Human...

It is of course difficult to predict the future with any degree of accuracy, and in the past there have been some exaggerated predictions about the age in which we now live, most of which have not come true. On the other hand, there have been innovations and inventions not predicted, such as smart phone technology, that have been truly transformative and have become a part of our daily lives. This, and other similar technologies, provides a platform for further advances, many of which could have a direct impact in the medical world and change our notions of managing illness and health, shaping our **clinical and non-clinical services** and the **skills and design of jobs** in the future.

Whilst we cannot be certain about everything, we can be certain that our workforce will remain at the **heart of everything we do**, and that the need for care and compassion will be constant. We can fairly confidently predict that the average working life will continue to increase so people will be **working longer**; they will look to **change jobs** more frequently as they seek **greater variety and choice**. Maintaining a **focus on health and wellbeing** will therefore be key to a longer, healthy, happy working life with **greater control and flexibility** over work, enabling better balance and a supportive response to the growing number of colleagues with **carer responsibilities**.

As we look towards the future, and to exploring how we can expand our influence within the wider community, unscheduled care and multi-disciplinary, out of hospital care setting, we foresee opportunities to explore and expand our horizons in understanding **new technology, data analytics and data science** and the potential this exciting **digital world** can offer us in thinking about the future design of our jobs, wellbeing approaches, creating greater access to our services and advice for patients, our occupational health services and clinical information for staff and improving access to education and learning.

Our ambition in the regard is set out in more detail in **Delivering Excellence: Our Vision for 2030**, which talks of a strategic intent to develop as the 'Call Handler of Choice' and be seen as the **sole provider and co-ordinator of transport to access healthcare in Wales**. Increased **prescribing rights** for advanced (paramedics and nurses) practitioners offers potential to expand their role and

influence within the **wider multi-disciplinary team and community setting**. There is an emerging narrative that describes the potential to develop '**care or system navigator roles**' supporting patients to navigate the system, accessing care at the most appropriate point, avoiding the 'front door' of the hospital. In becoming the 'call handler of choice,' we aim to develop multi-disciplinary teams within our clinical contact centres, and identify opportunities where **digital and technological solutions** could improve access to our services in future. We also have ambitious plans to provide a **national transfer and discharge support service**, providing timely transport to patients leaving hospital.

It is important that we are able to plan and drive the **transformation** in services and culture that we want to see. We believe this **People & Culture Strategy** will take us closer towards developing **organisation and individual capacity** to respond and adapt to system and service transformation at increasing **pace**; towards creating the **right conditions where individuals are supported and enabled** to be more **agile and accepting of change**; to a place where our **education and training** provision can **evolve and keep pace** with digital and service transformation; towards improved digital literacy across the workforce, and a **leadership that promotes** high levels of **trust and autonomy**, reducing bureaucracy, **simplifying** processes and creating more **freedom** to make decisions and take appropriate risks.

*You can find more detail of our thinking of the Future of Work and a view from the future workplace in our long term strategy **Delivering Excellence – Our Vision for 2030**.*

Delivering Excellence: Our Vision for 2030

People and Culture Strategy 2019-2022



The Operating Context

There are a number of national strategy and policy drivers which have shaped our thinking and the design of our long term ambitions and strategic priorities. These include the [UK Ambulance Services](#) strategy, and the distinct Welsh context framed by the [Wellbeing of Future Generations Act, A Healthier Wales](#) and the [Health and Social Care \(Quality and Engagement\) \(Wales\) Bill 2019](#), which set out the transformational changes required to deliver closer integration of health and social care, a requirement for continuous improvement in quality and culture of openness through imposing a **Duty of Candour** and **Duty of Quality** to better meet the needs of current and future generations in Wales.

A Healthier Wales challenges us to provide a joined up response to growing societal problems such as **increased frailty, isolation and loneliness** and to provide **seamless, best care** for all, where and when they need it. There is a genuine opportunity for the Trust's workforce to play a significant role in responding to these future challenges; by leading the way in changing mindsets, leadership behaviours and approaches which support individuals to not only receive best care, but also be supported to take **ownership** of their own caring responsibilities. As part of strategic plans, we aim to increase opportunities for our colleagues to give back to their own local community through greater opportunities to get involved in both **paid and volunteering activities** directed at **community and schools education**, befriending and care co-ordination, encouraging themselves and others to be as healthy, well and safe as possible and making **'every contact count.'**

Our approach to developing our people and our priorities are designed to take account the principles set out in *A Healthier Wales* and of the emerging long term **Health and Social Care Workforce Strategy** which includes planning for **new workforce models**, strengthening **prevention, well-being**, generalist and Welsh language skills, developing strategic education & training partnerships, supporting career long development and

diversification across the wider workforce. We will ensure the potential future role the Welsh Ambulance Service workforce can play within the wider Health and Social Care system is firmly fixed within this emerging strategy.



The 5 Step Ambulance Care Pathway also provides a helpful framework to align our people and culture priorities ensuring they support service delivery and developments across all 5 steps including increased emphasis upstream to steps 1 and 2. This will in particular influence our workforce planning and education offerings to ensure the shape and skills of the workforce reflects each step of the process and underpins our ambitions to be a leading ambulance service.



Our Strategic Goals

Engaged

We will be recognised and renowned as an exceptional place to work, volunteer, develop and grow

Sustainable & Agile

We will design the future shape of our workforce and ensure they are highly skilled and agile to deliver excellent care to the population of Wales, and the ambitions of our long term strategy

Well Led

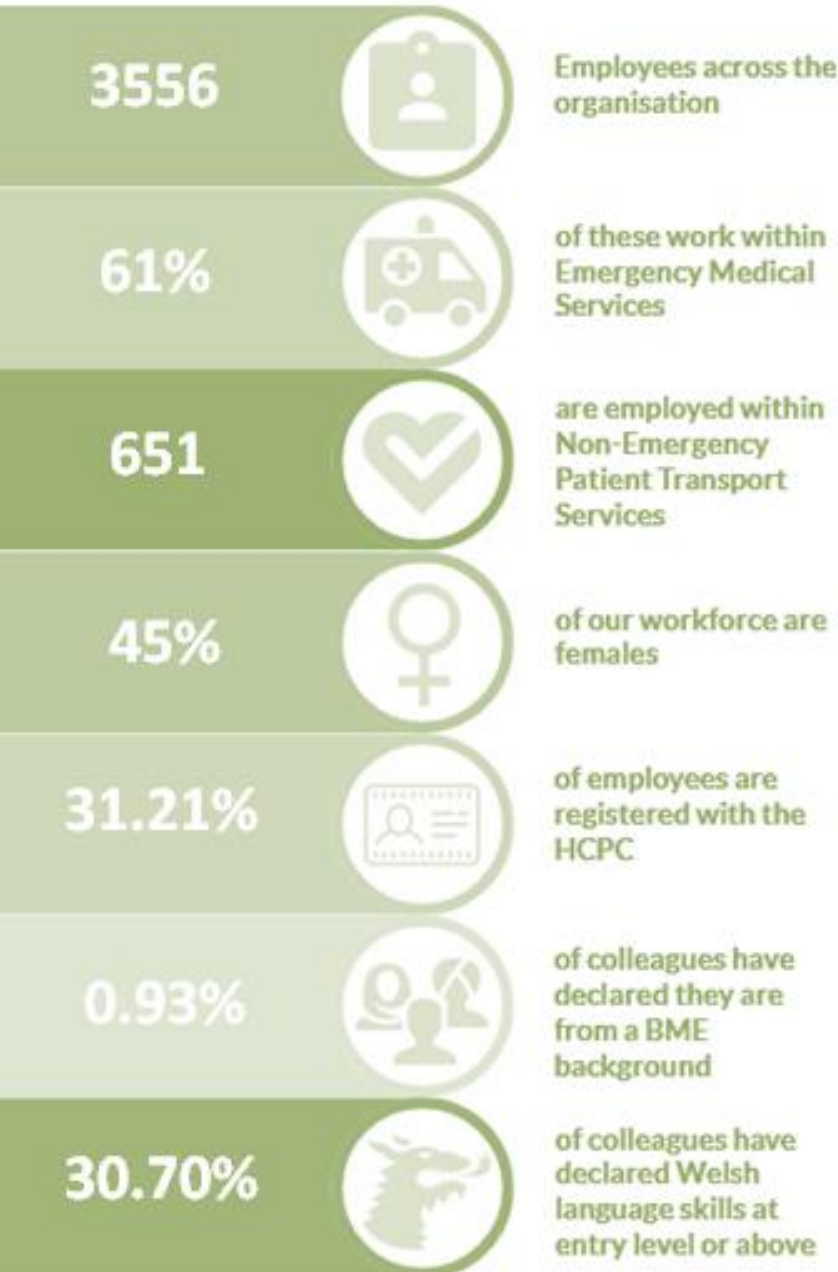
We will develop courageous, compassionate and collaborative system leaders; leaders who are inclusive in approach and capable of fostering innovation and improvement across the Trust

Healthy

We want everyone to enjoy a long, healthy, happy and productive (working) life



Our Workforce at a Glance



Leading Diversity

We have seen a positive increase in female staff employed over the past three years, from 25% to 45% and our LGBTQ network continues to grow in influence and presence; but presently there are only 25 staff who identify/declare themselves as BME - less than 1% of the overall workforce. Also less than 4%, only 136 staff, have declared that they have a disability. There is no doubt the statistics are a driver to encourage greater action to embed diversity and inclusion. As part of the AACE Ambulance Sector and our work on Project D, we want to shift our thinking to 'leading diversity' and 'celebrating difference,' rather than 'managing' equality as a problem to be solved. As we refresh our **Treating People Fairly: Strategic Equality Plan and Objectives** through 2019 (to publish April 2020) we will focus on the positives of **transforming employment prospects for those with disabilities**, of **creating a culturally intelligent, inclusive workplace**, of **improving access to careers and to education for under-represented groups** among our workforce; and we'll continue to work with a range of partners across education, ambulance and the Welsh health and social care system to help us to bring about real change.

Caring for Our Older Workforce

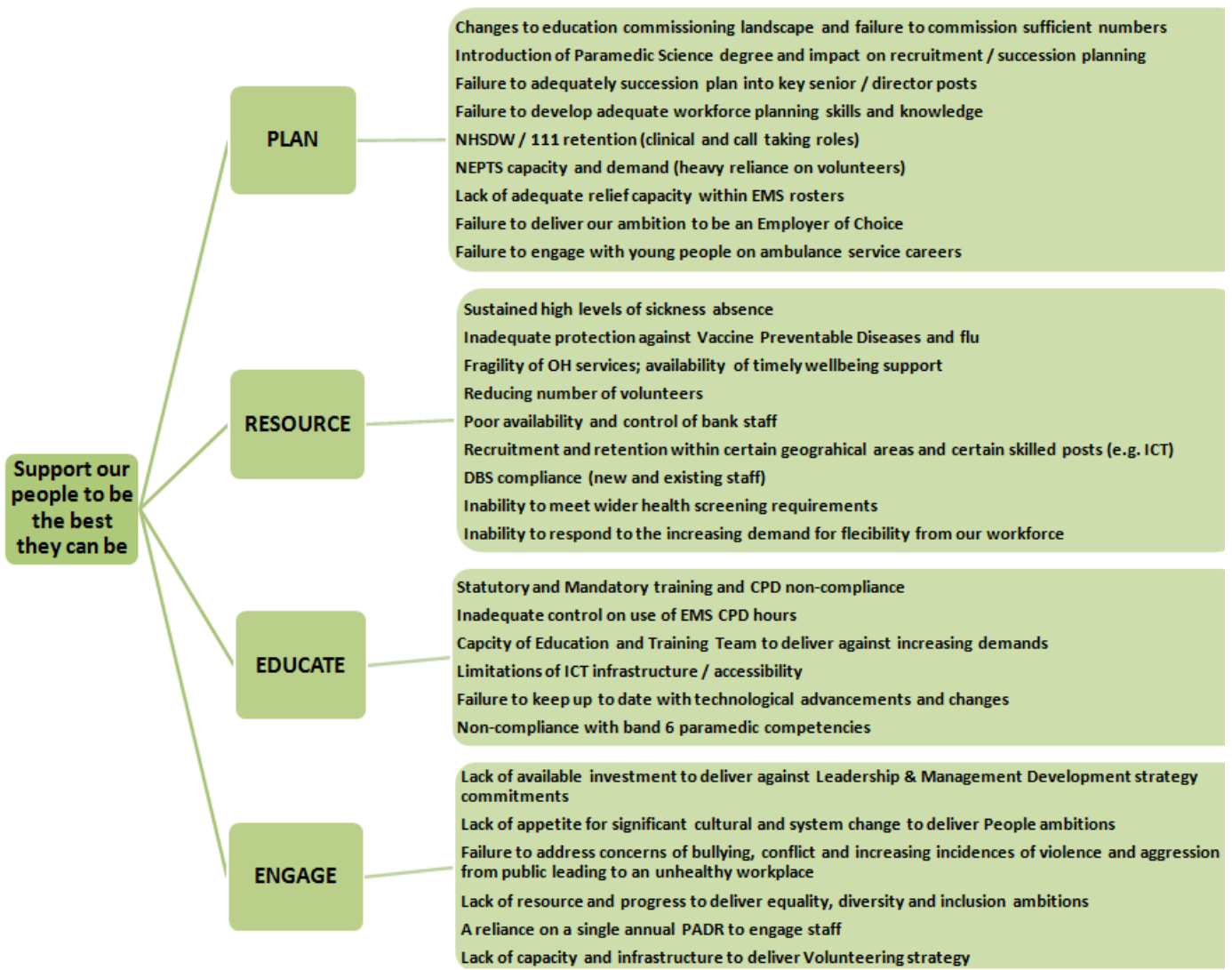
We have also seen an increase in the number of staff aged 50+, from 34% three years ago to 40% in 2019. In our ambition to support people to age well in Wales and aligned to the broader strategic aims of the Older People's Commissioner for Wales Strategy 2019-22 and Welsh Government Healthier Wales Plan, we also need to consider the implications and challenge of an ageing workforce. Increasing longevity and expectations of a longer working life are strong drivers to continue to focus on the **health and wellbeing** of our workforce and will also drive changes to our **career pathways** and **educational models** in the longer term. We also need a **rethink of what it means to work flexibly** within our services (beyond our legal requirements to do so); to *promote* and *encourage*, not *resist* or *tolerate* requests for greater flexibility, to help people to accommodate and manage their increasingly complex, demanding lifestyles and caring responsibilities.



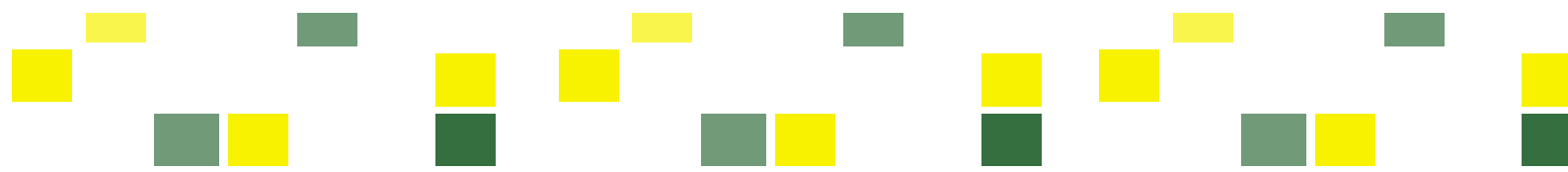
Our People and Culture

Strategic Risks

We've described above the strategic context within which we are operating, and also some of our workforce characteristics and the challenges that these present for the future. There is also another driver to determining our strategic priorities and actions going forward – risk. Below is just an outline of some of the **risks and issues** that we have taken into account in our planning for the next three years – some are actual, some are potential risks we foresee if action isn't taken to mitigate or plan to avoid these risks.



Our Goal is to deliver excellence in everything we do and enable our people to be their best. Our **strategic priorities** are designed to be relevant to all parts of our workforce, paid and volunteer. Having a set of clear priorities will help us ensure we focus our attention and resources towards **taking opportunities for improvement**, tackling some of the main **challenges and risks** facing us, and ensuring we continue to provide the **best care possible**. Our priorities and some of the actions we will take are themed and are summarise on the next two pages. More detail on each of the themes follows on from this.



Overview - People and Culture

Strategic Themes

Plan

Effective planning of our workforce to ensure sufficient people are available, in the right place, at the right time with the right skills and behaviours to deliver our long term ambitions

We intend to build on the improvements made to our workforce planning, and to further expand our frontline services. We have already benefitted from investment into our paramedic workforce, and in developing our advanced practice workforce and clinical desk capacity. We have also expanded our call taking and nurse advisor workforce through roll out of the 111 service. We have invested in growing our corporate teams, including patient safety and quality, clinical leadership and organisational development capacity. In 2019 we will complete a refreshed capacity and demand exercise for both EMS and NEPTS, which will (if supported) be translated into a detailed workforce change plans, requiring investment in education and training capacity, large scale recruitment activity, localised roster changes, change management implications and potential opportunities to upskill existing grades of staff. We will also see changes to our supply chain through introduction of the paramedicine degree, further investment in advanced practitioners, and an expanded role for nurses as we respond to the requirements of the Nurse Staffing Level (Wales) Act 2016 and developments in falls services. We must ensure robust plans are in place to respond to existing and new developments such as the continued transfer of services under the NEPTS business case, development of a new transfer and discharge service, continued roll out of 111 and wider Health Board and system changes such as the Major Trauma Service and Clinical Futures. To support delivery we will need to increase our planning and programme management capacity and ensure robust succession planning to senior leader posts. We must also build systems, relationships and processes that enable us to work more closely with Health Boards and Trusts to ensure we are able to plan more effectively in the future, to promote joined up, multi-disciplinary working and planning to respond to future changes in local and national services.

Recruit & Resource

Prioritising actions to improve resource availability, increased workforce productivity and efficiency, tackling absence and reducing recruitment timescales and challenges

Maintaining and improving productivity and availability of our staff, whilst also accelerating delivery of our own internal efficiencies will remain a focus for us. We will complete the work we have started in partnership to review our resourcing policy and practices and complete our ongoing EMS roster reviews; we also recognise how important it is to our staff that we do more to improve meal break compliance and responses to short notice requests for flexibility and leave. We face a continued challenge to deliver further improvements to our attendance rates, whilst ensuring staff are appropriately supported and cared for and we will deliver on our attendance improvement plan actions. We'll also continue our work to ensure timely and effective recruitment of #RemarkablePeople and on-boarding processes to remove any unnecessary delays; work more closely with university partners to ensure we attract students with the right skills and attitudes to the profession, and with schools to increase awareness of the range of job and work experience opportunities, whilst continuing to build relationships and job opportunities for veterans of our Armed Forces. In the longer term, we need to be more agile and prepared to respond to changing demand and Health Board service developments and the impact that may have on rosters and working patterns, as well as the increasing need for flexible working patterns to help staff stay well in future. So, over the next three years, we will explore how we will make greater use of technology (including self-rostering and home working technologies) to improve flexibility and availability of both substantive and bank staff, and for modelling demand profiles and impact of changes to services so we can align our rosters and workforce accordingly.



Overview - People and Culture

Strategic Themes

Educate

Transforming our approach to education and training, providing quality assured, person centred development opportunities, nurturing a supportive Trust-wide culture of lifelong learning

Over the next three years we will be changing the way we deliver training and education to our workforce for improved access and enhanced learner experience. We will be evolving our provision to make greater use of immersive, virtual learning and mobile technologies; taking learning closer to the individual through establishment of high quality, Local Learning Communities, and developing our Education and Training team, shifting from a purely 'taught' to an increasingly 'facilitated, coaching' style of education delivery. We'll be developing our apprenticeship schemes, supporting delivery of the Band 6 paramedic competency framework, developing quality assurance across all learning provisions and continuing to develop our corporate workforce. We'll work with HEI partners to ensure smooth transition to the paramedic degree programme and plan how we support existing EMT staff to develop into future paramedics. We're also exploring the potential for the Trust to attain University Status, and increase opportunities for clinical academic careers. We will establish a network of Subject Matter Experts to ensure high quality delivery of important topics such as Safeguarding and Mental Health. We will maximise opportunities for collaboration and partnership, ensuring we provide flexible, high quality learning experiences. Increasing Digital Literacy and improving basic skills will also be a necessary requirement as we move forward and support our workforce to aspire to progress their careers and prepare for change.

Engage

We will focus on ensuring this is a great place for us all to work, train, volunteer and grow, supported by vibrant, compassionate, courageous and collaborative leaders.

Our workplaces are changing. More and more individuals are seeking meaningful, satisfying work where they can make a real difference and be appreciated. Demographic diversity, multi-generational workforces and increasingly demanding jobs are a reality and present real leadership challenges. Over the next three years we will implement our agreed Leadership and Management Development Strategy which is designed to support development of a high trust, high performance culture. We will offer bespoke programmes of development designed to develop the required set of leadership behaviours, increased management capability (including managing change effectively) and address succession planning challenges. We will also set out plans to further improve colleague experience and support, including the development and launch of a new Volunteer Strategy. We'll take action to further build positive, psychologically and physically safe workplace environments as part of our new Wellbeing Strategy; to tackle our diversity challenges and develop more culturally intelligent leaders and managers; and respond to the reported increasing incidence of bullying and conflict within the workplace. To support this, we'll also be refreshing our organisational behaviours, vision and aim following feedback from our Teams. We'll also take a look at how we treat our Bank staff, and what opportunities exist to better connect them to the workplace, ensuring better access to training, development and career development opportunities.



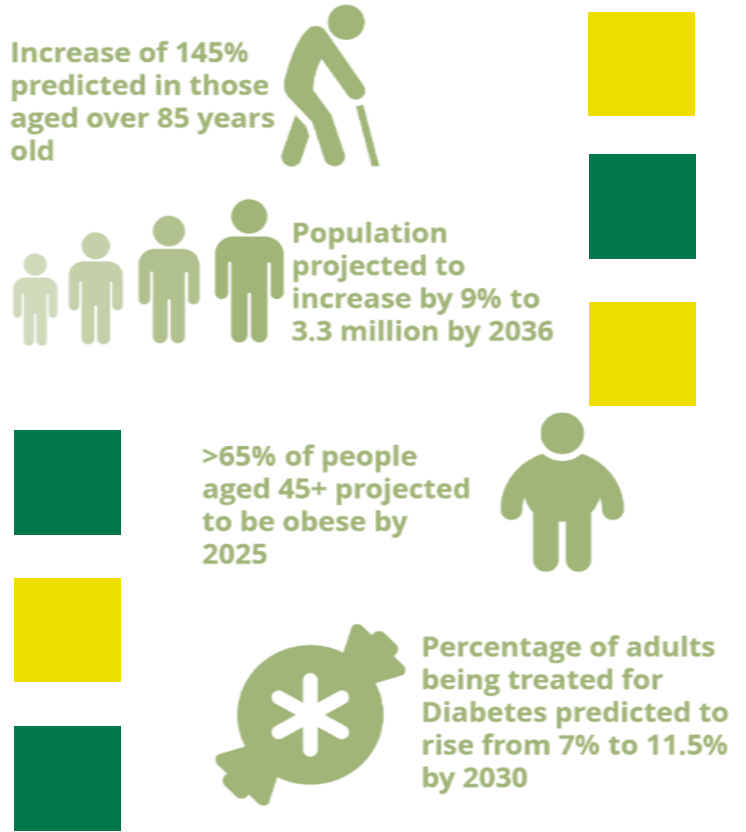
Effective Future Workforce Planning

As we move increasingly towards being seen as a provider of 'out of hospital' healthcare services, rather than simply a transportation service, and continue to expand our hear and treat workforce (and in the longer term, potentially our out of hours service offering), we need robust workforce plans in place to ensure a **sustainable, agile, highly skilled and capable** workforce, in sufficient numbers and at the right time.

Data show people are living longer with more complex health conditions, which in turn places increasing demand on the services we provide and on the workforce we employ. Our workforce story mirrors changes to the Welsh demographic. The population in Wales is projected to increase by 9% to 3.3 million by 2036, with a substantial rise among the older population. While people are living longer we are also seeing a decline in the birth rate and less young people entering the workplace. And so competition to attract new starters increases.

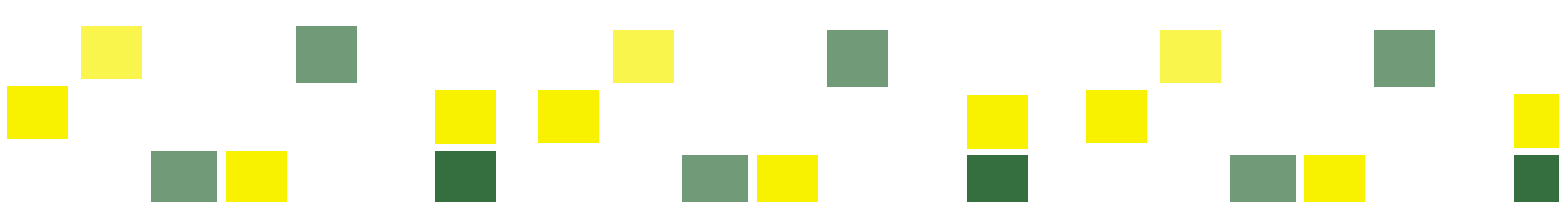
Obesity rates are predicted to continue to rise in Wales, with over 67% of people age 45+ projected to be obese by 2025; as are more complex conditions as currently more than 40% of people aged 75+ live with two or more longstanding illnesses. The shape of our workforce and wider population health challenges are closely linked and impact on both the demand for services and capacity to deliver and have a significant influence on our future workforce plans.

In the short to medium term, we have identified a number of potential risks that will influence the shape of our future workforce plans; challenges such as planning for Brexit and the requirements of the **Nurse Staffing Level (Wales) Act 2016**; changes to the **education commissioning** landscape and the **introduction of a degree** requirement for paramedicine; restrictions on



salary levels that often leave us struggling to compete and to attract the best candidates at very senior manager level; proposals to nationally review ambulance section A&C job evaluation profiles and increasing expectation locally to review and update job descriptions; and increasing **competition for our qualified professionals** at a time when there are not enough staff across the health system to meet demand.

Whilst planning to address these challenges, we must also plan for the implementation of changes to workforce skill mix and numbers identified through our capacity and demand reviews. In 2018/19 we introduced our workforce planning toolkit based on the six step model of workforce planning to support our workforce planning process. In future we will also be able to use workforce supply forecasting methods and modelling software to better predict of workforce demand as a result of local and national health system changes such as the Major Trauma Network changes.



Effective Future Workforce Planning

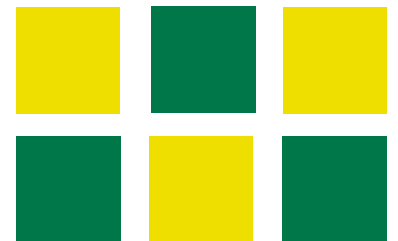
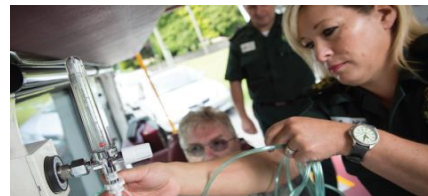
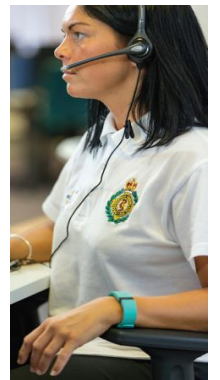
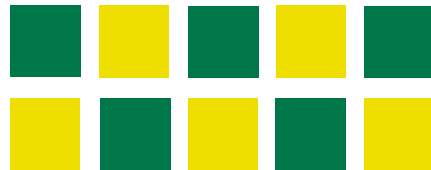
Further work is needed to embed robust workforce planning processes across all directorates over the next 3 years and increase our capacity to manage and deliver large scale workforce planning and change, and to begin to understand and plan for the workforce needed to deliver our longer term strategic ambitions including the emerging proposal to become the Call Handler of Choice, and what it means to be the sole provider of transport to healthcare in Wales.

To deliver this strategic priority we will focus our efforts on these key deliverables...

- 2019/20 Deliver a Board approved **People and Culture Strategy** that sets out our ambitions and priorities for the next three years on our journey towards Delivering Excellence 2030
- 2020/21 Develop a **workforce transformation plan** to enable implementation of a shift in workforce skill mix, increase in numbers and roster changes as part of delivering the **EMS capacity** and demand recommendations.
- 2021/22 Scope the **strategic workforce plan requirements** for Delivering Excellence 2030, including the requirements for future NEPTS services and development of a discharge and transport service, and aspiration to be the Call Handler of Choice.

We will also...

- Ensure **robust education commissioning arrangements** are in place to delivery sufficient numbers of high quality, trained paramedics in the future (taking account of the changes to education requirements).
- Ensure we have sufficient **supporting infrastructure and capacity** with the necessary planning, programme management, education and training and OD skills needed to support delivery of our workforce and service transformation plans.
- Continue the successful roll out of the 111 Service across the rest of Wales.



Recruitment & Resource Availability:

Providing a Safe, High Quality, Responsive Service

We aim to ensure that all of our services users can access the right help, from the right place at the right time. Our workforce is highly motivated to provide the **best possible care** to our patients. However there are a number of **internal inefficiencies** that we need to address together to improve **efficiency, productivity and availability** to respond.

These inefficiencies and challenges were highlighted in the **2018 Amber Review**, but they are not unique to us, as demonstrated in the 2018 **Lord Carter Review** into English Ambulance Services.

Whilst progress towards **reducing absence** and **improving meal break compliance** has been made in 2018/19, we must continue our focus to further reduce our sickness absence, **address variability in relief capacity** and **increase availability of bank staff**; to make inroads to reduce the number of **hours lost after handover to clear**, further increase compliance with taking meal breaks and reduce the number of hours we lose travelling **back to base for meal breaks**. This will require our workforce and operations teams to continue to work closely together with trade union partners to drive the improvements we need to see.

This work has started with a new approach to reviewing and improving our **resource policy and practice**, which takes a look at the challenges through a quality improvement lens in partnership with TU colleagues. In past years this has proved a challenging area to deliver change, but together we are seeking further improvements to meal break compliance and over runs, greater **flexibility and efficiencies within rosters**, and the project will also lead us to review our **EMS relief staffing** arrangements..

Improving attendance among our workforce has always been a key priority but over the past 12 months we have been unable to deliver the sustainable reduction required; and we continue to have one of the highest sickness rates of all NHS organisations in Wales and UK ambulance services. We remain determined to deliver significant and sustainable improvements in attendance through **better, supportive, planned management** of absence cases, **increased resources** to support line managers, and

investing in our **occupational health service** provision and developing proactive strategies to support and enable staff to stay well at work.

To deliver this strategic priority we will focus our efforts on these key deliverables....

- 2019/20 Deliver an improvement in **resource availability** levels across the workforce
- 2020/21 Expand our offer of **meaningful work experience** opportunities to school age children and build on a **programme of schools engagement** to raise awareness of service opportunities to ensure a ready supply of remarkable people to work in the ambulance service
- 2021/22 Invest in developing our **Occupational Health and Wellbeing Services**, including exploring the potential use of **video technology, introduction of in house clinical psychology** and review of our recently implemented **rapid access to physiotherapy services** to improve access.

We will also

- Maintain a continued focus on **robust, but compassionate management of long term sickness** absences, with a focus on better process planning, and regular local and senior management scrutiny of the caseload to deliver continued reductions in average length of absence.
- Evaluate the benefits of **home working technology** within our contact centres to enable greater flexibility and ability to scale up (and down) the workforce at times of increased demand; plan for further roll out across 2020/21
- Expand our recruitment plans to tap into '**alternative talent pools**' such as retirees seeking to re-enter work, people caring for children or other family, ex-armed forces and mature students seeking flexible hours, particularly in our contact centre environments.
- Complete our **Resource Policy Improvement Project** and explore ways to increase flexibility on and off the job and improve the experience of our frontline EMS staff.
- Secure improvements to the resilience and function of our paramedic and NEPTS **Bank Arrangements**.

Spotlight On: Recruitment and Widening Access to Ambulance Service Careers

Recruiting #Remarkable People

Widening access to career opportunities within the Trust is crucial if we are to be truly reflective of the diverse communities we serve across Wales, and **remain competitive** in the face of ever increasing recruitment challenges. Our focus will be on placing Trust behaviours at the heart of the selection process creating a **positive candidate experience** to attract new talent and evaluating our recruitment and retention processes.

In order to **embrace diversity and celebrate inclusivity**, we must foster a culture where every member of our workforce can be themselves within the workplace. However, applicants from different sections of our communities find it impossible to connect with the language and 'NHS speak' of our job descriptions and traditional methods of developing recruitment material; and often they do not see themselves in our jobs or images. By continuing as we do, the Trust is missing out on the richness and experience an inclusive, diverse workplace brings. The Trust must undertake a review of the entire recruitment and selection process and recognise the mindset change required if it is to become an **employer of choice** and remove barriers for candidates from **less represented groups**.

Connecting with the Armed Forces Community

In April 2019 we signed up to the **Step into Health pledge** and **Armed Forces Covenant** as a sign of our commitment to supporting veterans of our Armed Forces and their families into ambulance service careers. Just under 2% of our current workforce have either joined us directly from the Armed Forces and/or have declared they are an Armed Forces Reservist. We pledge to continue to **support careers events** tailored to those about to leave, or those who have recently left the military. We will also seek to offer **better access to advice and information** for those keen to find out more about working for us and the range of jobs available. Transitioning from active service can be tough, and to help support and guide those joining the Trust who are finding it difficult to adjust, we are establishing a **network of support advocates** from among existing staff.

Inspiring Future Generations

Raising awareness of career opportunities among school age children and creating broader opportunities for **work experience** is vital if we are to encourage young people to consider the Trust as a future employer of choice. With a focus on diversity, inclusion and widening access for disadvantaged or underrepresented groups, we are committed to build upon a **schools engagement programme** by increasing the use of volunteering, work experience, internship and pre-employment activity. We already connect with a range of schools and colleges from across Wales and by participating in the delivery of various careers events in relation to clinical and non-clinical careers, enrichment days and mock interview events. We want to do more of this, and to do it in a more planned, systematic way in future.

Widening access through Apprenticeships

Developing our **Apprenticeship offering** is an integral element of widening our participation both in terms of existing and future colleagues and will help us to better meet the changing needs of our workforce and learners, providing a flexible, accessible and modern approach to learning. Establishing Apprenticeship routes within both **operational and corporate roles** will support the provision of **meaningful career pathways**, enable us to improve colleague experience, organisational recruitment and retention rates and also help us to better reflect the communities we serve in terms of diversity. It will also place the learner at the heart of the educational process.

Graduate Trainees

The Public Services Wales **graduate training scheme** creates opportunities for individuals and organisations to build relationships, shared actions and community outcomes through a formalised approach. It is expected that this pan-organisational leadership development will facilitate leadership careers which have a portfolio of different sectors and organisations. We are proud to play a role in this development, **collaborating with colleagues across public service** to offer opportunities to aspiring leaders.

Transforming Education and Training

A look into the Future

Our ambition to be a leading ambulance service can only be delivered if we support our people with education that compliments the Ambulance Quality Indicators - 5 Step Ambulance Care Pathway. We see the development of **Technology Enabled Learning** playing a key role in the future design and delivery of education. Technology provides us with the means to enhance learning and the learning experiences across the full spectrum of our provision, enabling skills to be developed and refined using the latest interactive training equipment. We intend to enable immersive and virtual learning environments at all our main sites, and are excited to explore how **Augmented Reality, Virtual Reality and gamification** concepts can help us to deliver **statutory and mandatory training** in a more engaging, impactful way.

Towards Self Directed, Self -Owned Learning

We also want to empower our people to **own their professional learning** whether that be in their taught, nationally recognised regulated qualifications and apprenticeships delivered and facilitated by the National Ambulance Training College or training and education delivered through devolved functions. Delivering **engaging content** that builds on experiential learning will assist our people to access learning in a more frequent, **bitesize** manner. Where regulated qualifications form significant parts of programmes, we will support an open mind-set – driving the learning experience by seeking solutions using professional enquiry and curiosity whilst ensuring the necessary compliance for a nationally acclaimed quality provision.

Statutory and Mandatory Training

To improve take up of our **annual CPD programmes** and **Statutory & Mandatory Training** requirements we will continue to work on making the content challenging, relevant and engaging, taking learning from incidents and innovation, and improving access through **eLearning via OnClick and ESR**. We will also encourage locally delivered, centrally quality assured peer CPD learning to complement the annual programme and engaging with **bite-sized micro-learning** to develop knowledge and test understanding on hand held devices – truly bringing learning to individuals, on demand.



Assuring Quality Provision

We want all of our people to **access quality learning**, wherever they are in the country. We have a growing body of local learning networks where peer learning opportunities are made available to complement the CPD programme facilitated by the Education & Training team. Developments in technology provide us with the opportunity to **capture this local learning** and distribute it to teams in other parts of the country. By building a resource that is centrally quality assured and locally delivered, we can be confident that best practice and the latest thinking can be **accessed in a timely manner**. Quality Assurance will be monitored closely by the Trust's Strategic Education Steering Group.

University Status

Research and development, innovation, education and training and collaborative relationships with industry are found throughout the everyday business of the Trust. We want to remain at the **forefront** of such initiatives and attaining University Status enables us to clearly state our **commitment to excellence and continuous improvement** across the whole organisation, establishing professionalising progression pathways for the whole workforce.

Fit for Purpose Estate

We will continue to explore the benefits of **co-locating** our educational provision with **academic and other partners** in the longer term, while also recognising the need to create **local, equitable access** to high quality, learner centred education opportunities in a fit for purpose environment, in all three regions.



For a Skilled, Competent and Safe Future Workforce

Contact Centre (CCC/NHSDW/111) Education

Whilst this is delivered by a specific systems training team, the skills, aptitudes and competencies that are required in the contact centre environment could be enhanced through creating a range of engaging **scenario based and immersive teaching opportunities**. We propose to create a **virtual contact centre environment** with numerous simulated experiences to provide colleagues a more realistic experience when developing skillsets and chance to practice clinical triage skills and newly acquired telemedicine skills, in a safe space. This will also provide colleagues in other roles with an appreciation of the role played by this service in Steps 1 and 2 of the 5 Step Model. We will also explore creation of an **apprenticeship route** as a potential specialist development opportunity, supporting our ambition to be the healthcare call handler of choice.

Changing needs of NEPTS

The needs of our ageing population are changing the response that our Non-Emergency Patient Transport Services (NEPTS) provide. To ensure we develop the skills, knowledge and understanding of our NEPTS people, their bespoke education has developed to provide learning relating to **End of Life Care, frailty** and working with those living with **dementia** and engaging effectively with their **carers**. We will continue to meet the needs of the **Health Care Support Worker agenda** and provide **regulated, accredited education** to support the developments in **transfer and discharge services** ensuring colleagues consistently operate to the highest standards of care.

Developing our Administrative Staff

As part of our education agenda, we will continue to progress our **Administrative and Clerical Professional Development Initiative**, investing in and recognising the contribution of our corporate support service colleagues. We will undertake a **training needs analysis**, and create learning opportunities such as **minute taking training** delivered via our immersive learning environment and facilitation of **professional development events** specific to administrative and clerical roles.

Driver Education

We are proud of our **Driver Training School** and its achievements, and will continue to invest in **high quality, leading edge, technology-rich** Driver Training Vehicles in

multiple formats to ensure our people are able to seamlessly transition from the learning environment to their operational role.

We must also plan for delivery of the **Diploma in Emergency Response Ambulance Driving Instruction** programme (by 2021), and enable internal development of driving instructor staff for effective succession planning to enable us to meet the requirements of **Section 19 of the Road Traffic Act (2006)**, which is expected to come into force in 2021/22. We will also embed our recently developed **nursing and midwifery career framework** and **paramedic career frameworks** which set out opportunities for development of advanced practice skills and internal rotations in WAST to maximise the skills of registered nurses and paramedics, and encourage progression from student to **Nurse or Paramedic Consultant** posts with **rotations** for staff in WAST and across Health Boards.

Advanced Practice & Paramedic Prescribing

We have presented **Commissioners** with our ambitious plans to expand the provision of **Advanced Paramedic Practitioners (APP)** over the next five years. An emerging evidence base has been established from which we can demonstrate the positive impact that expanding APP provision could have by ensuring more patients are treated at home or in community settings, thereby reducing conveyance to hospitals, hospital waits and handover delays.

A fundamental aspect of this advanced practice model is **rotational working** where clinicians move between WAST and other non-ambulance setting such as Primary Care and the provision of Out of Hours services. This rotational working allows the development of another strand of our 'key enablers' namely Advanced Paramedic **Independent Prescribing**. We are the first ambulance service in the UK to educate and incorporate Advanced Paramedic Independent Prescribing into frontline practice and are at the beginning of a journey to explore and potentially expand our number of APPs with this ability. This investigatory process will hopefully develop the evidence to how we can incorporate this **enhanced degree of medicines delivery** into ambulance service practice and ensure our frontline clinical services are sufficiently modelled to serve our changing patient needs in the future.



For a Skilled, Competent and Safe Future Workforce

As NHS Wales evolves in terms of its governance arrangements it is vital that we assist our corporate team to understand the NHS, the organisation and the vision of governance and the need to comply with NHS practices. In the continually changing landscape the team will need to look to the future and move away from conventional administrative processes to take on a more professional and advisory supporting role to the Board. Training plans will be established to ensure our staff are fully skilled and equipped with knowledge in areas such as good governance, legal, digital technology and IT to support the Board to operate at a strategic level and assist the organisation to evolve and move forward at pace.

Rapidly changing patient care models, alongside medical and technological advances, will require all frontline staff to acquire new information and digital skills and adopt new ways of working over the coming years. A digital-enabled workforce has a crucial role to play in our future ambulance service, enabled by a strong, resilient and skilled informatics and IT workforce at the heart of our digital transformation.

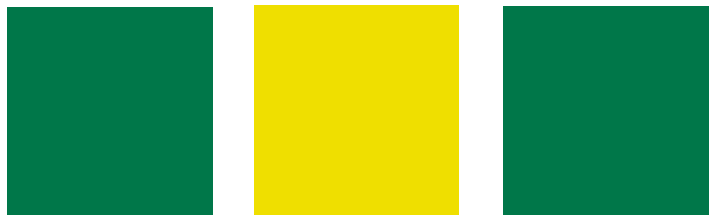


To deliver this strategic priority we will focus our efforts on these key deliverables....

- 2019/20 Deliver a Board approved **Strategy and Implementation Plan** with key deliverables over the next three years.
- 2020/21 Introduce the **Paramedic Science Degree programme** and develop the **Conversion Programme** to enable sustainable supply and internal progression routes.
- 2021/22 Ensure all staff meet a **minimum standard for core education requirements** and **digital literacy** in readiness for future service and digital transformation

We will also...

- Ensure that all of our people are educated to **Make Every Contact Count** by promoting the importance of **patient centered practice** and decision making, empowering our community to recognise the role they play.
- Expand opportunities to undertake apprenticeships, including clinical apprenticeship pathways and consolidate support through the future creation of an Apprenticeship Academy
- Develop **Clinical and Driving Instructor pathways** to enable effective succession planning and meet requirements of Road Traffic Act 2006
- Explore options to introduce **gamification, VR and AR** modes of delivery and expanded immersive and simulated learning opportunities.



Spotlight On: Professional Development

Paramedic Education

We have been working with our academic partners to plan for the introduction of the **degree in paramedicine** as entry level for a newly qualified paramedic from 2020. We will also develop our plans to **widen participation** and access by further expanding our **apprenticeship** offering and learning from **pre-degree pilot schemes** run in England aimed at encouraging individuals from BME backgrounds into paramedicine. This will be further enhanced by our ambition to attain **University Status**. Completing delivery of the education process aligned to the new band 6 paramedic role will also remain a key focus for us, with work planned to fully evaluate and measure the associated benefits. The introduction of degree based education as being the point of registration for paramedics will be a **strategic enabler** to the professions development and ensure our future paramedics are suitably skilled to deal with the increasingly complex patient presentations seen across the wider unscheduled care system.

Post registration education

As our paramedics develop throughout their careers it is now essential that a well-developed and **comprehensive career framework** exists to ensure they can continue to deliver optimum care to patients as their skills grow and development. Likewise, the ever increasing need for effective frontline **clinical leadership** will require clinicians to be suitably educated. Embracing this emphasis on lifelong learning, and continued professional development is a key aspect of the future paramedic. The ability to move across disciplines, into broadening areas of practice will ensure that WAST continues to be viewed as an employer of choice, educating and supporting paramedics throughout out their careers. Post-registration education is the key by which we will increase the professionalization of our paramedic workforce. As the profession matures and develops, with broadening opportunities to work across disciplines, individual paramedics will be required to further embrace the philosophy of lifelong learning, becoming increasingly cognisant of the professional values and responsibilities.

This will ensure that we are able to attract and retain the **highest calibre clinicians** and ensure that the care offered to our patients continues to be of the utmost quality.

Nurse Education

We have developed an ambitious **Nursing Career Framework** with the aim of assisting nurses to flourish within their role and to be supported academically and clinically to progress within the service, eventually up to the level of Consultant Nurse. Concentrating on the **'hear and treat'** areas of nursing within WAST, a modular approach to education with rotation into 'see and treat' areas has commenced and is being evaluated. Our ambition is to scale up the academic opportunities open to nurses to include funding for full MSc programmes of study to create a nursing workforce for WAST that will **complement** paramedic services and meet future requirements in alignment with service development. Placing nurses in cars is one of these developments. Band 5 nurses will be introduced into the NHS Direct/111 Service and Student Nurse Placements have been reintroduced into our clinical contact centres.

Clinical supervision / work based coaching is an integral element of the Nursing Career Framework. Work is ongoing to secure the resources required to provide this on a regular and consistent clinical basis. Continuing Professional Development (CPD) for nurses - *vital to ensure nurses and midwives maintain safe and effective practice, improve practice or develop new skills* - is built into the nurse roster and ensures the organisation is assisting nurses to meet the requirements of the **Nursing and Midwifery Council (NMC)** Revalidation process. Nurses joining the Trust to undertake a role in 'hear and treat' undertake an extensive induction programme and the ambition is to gain **external recognition and accreditation** for this programme. This includes a plan for in-house development of a bespoke, fit for purpose 'hear and treat' educational module with higher educational institute (HEI) accreditation.

Engage: Making WAST a Great Place to Work

Great colleague experience leads to great patient experience. This is reason enough to continue to focus our efforts on further improving colleague experience, so that our patients and service users also benefit. However, **bold changes** are needed over time if we are to truly transform individual experiences of work and create a healthier WAST.

At the start of this strategy we stated that the future of work is human. For every colleague to have the best possible experience, we must start to move to a much more **person-centred approach** – and focus on the ‘**human experience**’. This means actively encouraging people to be their true selves in work as far as possible, **designing meaningful support systems**, creating a clearer understanding of **what brings meaning, satisfaction and purpose** to individuals, whatever their role, and embracing **individual difference**. A natural consequence of an increased focus on the individual is the shift from **standardisation and uniformity to fairness and flexibility**. This shift will prove challenging for many, managers, trade union partners and members of staff alike. But we have to start somewhere, and we can do that through small (and larger) changes here and there in what we do and how we do it.

We have already said that the strategic priorities and actions identified throughout this document are mutually reinforcing, and should, when brought together, make a significant contribution to the wellbeing and happiness of individuals at work. We have also identified a range of further actions and priorities, informed by the results of our **2018 NHS Wales Staff Survey** and specifically designed to make improvements in the following areas:

- *Team-working*
- *Senior Manager and Executive visibility and confidence.*
- *Communications (between managers and staff).*
- *Management of Change.*
- *Experience of harassment and bullying*
- *Increasing incidence of violence and abuse against our workforce*

We will continue to collaboratively develop local actions to address these and other areas of concern identified through future staff surveys.

We will also continue to play an influential role in supporting the NHS Wales Colleague Experience Workstream and the Ambulance Sector Projects A and D to develop a collective response to the challenges of improving respect and resolution, diversity and inclusion, health and wellbeing and innovation.

To deliver this strategic priority we will focus our efforts on these key deliverables....

- In 2019/20 Refresh our commitment to our Volunteer workforce, and develop a strategy designed to improve their experience, opportunity and the support available to help them flourish.
- 2019/20 Deliver a Board approved strategy to improve the Health and Wellbeing of the Trust's workforce, which will initiate a transformation in the design of our processes, jobs and ways of working (inc shift patterns)
- In 2020/21 Refresh our **Organisational Behaviours, Vision and Aim**, listening and learning from individual stories to improve our approach to respect and resolution of conflict at work.
- In 2021/22 Improve the support available to those caring for family and relatives through the **Launch of a new Carer's Framework**.

We will also

- Refresh our **Strategic Equality Plan and Objectives** for publication in April 2020, explore roll out of programme of cultural intelligent leadership and increase leadership capacity within the Trust to secure the change needed.
- Implement our approved **Leadership and Management Development Strategy** seeking our new opportunities to collaborate with other public sector organisation in its delivery and in the development of collaborative system leaders. And improvements to **Team-working** across the Trust
- Strengthen our OH team with Occupational Psychology expertise to inform and design **better systems of care** and **organisational interventions** to enable individuals to better cope with the demands of their jobs.



Spotlight On: Our Health & Wellbeing Strategy

Wellbeing by Design. A long, healthy, happy, (working) life is something most of us wish for. Over the coming years, we will all need to adapt and cope with changes to our environment and increasing emotional demands of life, at a pace that has not been required before. Some of us will relish the opportunities this brings, whilst for others the changes will be highly challenging, and will likely to create additional demands and stress on us. Combined with the implications of an increasingly long working life, rising levels of carer responsibilities increasing levels of stress-related sickness absence, predicted rises in levels of obesity, cancer, cardiovascular disease and musculo-skeletal disability among the population of Wales, the impact on individual health and wellbeing is likely to be significant.

We also know that many of the systems, processes and protocols within our workplace do not encourage or give individuals significant choice over what is done and how it is done. Nor do they take account of the emotional labour and psychosocial load inherent in jobs associated with the caring professions. An example of jobs with **high demand, low control, and high emotional labour** can be found within our Clinical Contact Centres, where continued exposure to the distress of patients whilst having to maintain control over their own emotions often leads to high sickness.

'Daily our staff are confronted with the extremes of joy, sadness and despair. Many retain a collection of curated, traumatic memories of death and dying. They see and hear the horrors of extreme trauma; the aftermath of major road traffic accidents, suicide, and children in distress or dying and they help families cope with the loss of a loved one. They see 'life in the raw.' Adapted from Health Education England - Commission into NHS Staff and Learner Mental Wellbeing Report 2019

As public awareness of the importance of good workplace mental health is growing, so does the call from within our own workforce for us to do more to promote and **safeguard their own mental health and wellbeing**. We have been working hard to change how mental wellbeing is viewed in our workplace, collaborating with colleagues

across the UK Ambulance services on **#Project A** to help improve the health and wellbeing of colleagues. To date we have implemented our **Trauma Risk Management (TRiM)** system, **Stress and Resilience at Work Training (StRaW)** and provided access to **Silvercloud on line CBT**, as well as making improvements in access to **counselling resources** working with the support of Care First, TASC (The Ambulance Services Charity) and Psychology Wales.

However, there is clearly much more to do to further **break down stigma**, to tackle the root causes of **work related stress**, design appropriate interventions to tackle challenges such as **burnout and post-traumatic stress disorder**, and to prepare employees, student paramedics and future employees to understand and cope with the particular emotional demands of our work



61% of staff feel able to make improvements in own area of work



40% of staff feel involved in changes in their team



40% of staff feel involved in deciding upon changes affecting their work area

Addressing these challenges sits at the heart of our Wellbeing Strategy, which will set out our ambitious plans to create **psychologically safe working environments**, better understanding of the demands of jobs, improve **team based working**, develop leaders capable of understanding and responding to the **emotional needs of staff**, improve **health surveillance, signposting** and to introduce augmented, **personalised and group psychosocial interventions**. We recognise the need for **specialised mental health input** to our in-house occupational health and wellbeing service to help deliver these ambitious plans; and we will be seeking to expand the team with input from **clinical psychologists** in 2019/20 to enable delivery of our wellbeing strategic priorities.



Spotlight On: Our Volunteer Strategy

Our volunteers are a vitally important part of our overall service delivery. There is so much more we can do to show that we value the role and contribution that they make when generously giving of their time, energy and skills. Volunteers play an important role, as highlighted by a 2018 Kings Fund review of volunteering in health and care, which identified the **value** of volunteers in improving patient experience, building closer relationships between services and communities, tackling health inequalities improving public health and promoting health in hard-to-reach groups, and supporting the coordination of care for people with multiple needs.

Within NHS England there is a growing understanding of the **importance** of volunteering and social action as a key enabler to transforming the way the NHS works in future, and the NHS Long Term Plan commits to doubling the number of volunteers across the NHS (NHS England 2019). The emerging health and social care workforce strategy in Wales also identifies the importance of **recognising and valuing the contribution of volunteers and carers** to ensuring a flexible and sustainable future workforce.

For many people the support they need will be delivered by a variety of different people working closely together – professional and unpaid carers, family and friends, community volunteers, housing organisations and neighbours, as well as themselves.

Across WAST, our volunteers currently provide support in three main services areas as **Community First Responders (CFR)**, **Volunteer Car Drivers** and **Medics through the British Association for Immediate Care (BASIS)**.

In February 2019 the Trust Board renewed its **commitment to volunteering** as a vital part of this service provision, and commissioned the development of a new Volunteer Strategy, to be launched in 2020.

This new strategy will set out the actions needed to **build volunteering capacity, strengthen governance and oversight, and improve the quality of the volunteering experience**. Over time we will also explore how we collaborate with third sector partners to support and encourage all paid colleagues to seek out opportunities to give back and (where appropriate) use their “work time” for a much broader community benefit, which we see as key to achieving the Wellbeing of Future Generations Act and A Healthier Wales goals.

Overall, the success of our strategy will be measured in terms of **a more engaged, appropriately trained and skilled unpaid careforce** who feel their contribution and commitment is recognised and valued. We also expect to see, a more robust and sustainable volunteer contribution develop over time, supported by clear management and governance arrangements.



Our Enablers: Partnership and Leadership

Working With Trade Union Partners

Much of our success to date has been based upon a strong message of 'Go Together, Go Far' and the encouragement and expectation of working together with our Trade Union Partners. As we continue our journey together, and with the arrival of a new Chief Executive, it felt right to refresh and reaffirm our commitment to working in partnership, which we did in early 2019/20 through the issue of a **partnership statement**. This joint statement was a vehicle to promote partnership, further strengthening relationships between management and trade union partners and to reinforce the message that working together in partnership will help us deliver our longer term ambitions for our service and provide the best possible care to our patients, today and tomorrow.

Our priorities moving forward include a review of our facilities arrangements to ensure that they support **partnership working at all levels** of the Trust and the development of a model for consultation and partnership engagement that we can promote in development of our management teams and local representatives as part of our leadership and management development strategy. We believe the continued strengthening of these relationships is **critical to our future success** and look forward to further developing our ways of working together to achieve our shared ambitions for the Trust being a great place to work.



Partnership Statement on behalf of the Chief Executive, Jason Killens and Trade Union Partners Nathan Holman GMB, Angela Roberts UNISON, Craig Brown RCN and Paul Seppman Unite.

Go Together Go Far

Our commitment to working together for the benefit of our patients, our colleagues and the wider NHS in Wales is something of which we at the Welsh Ambulance Service are very proud. We have ambitious plans for our future, which will be delivered only if we work together, with a focus on doing what is right and which moves our organisation forward. As we continue our journey together, it feels important to refresh and reaffirm our commitment to working in partnership and to further strengthen relationships between management and trade union partners. Working together in partnership will help us deliver our longer term ambitions for our service and provide the best possible care to our patients, today and tomorrow. We recognise that working in partnership is not always easy. It takes effort, honesty, courage and constant commitment on both parts – commitment to do the right thing for our people and our patients. Our partnership will be successful because it is based on mutual trust and equality between us. We will work together in the interests of our service, we will design solutions together, taking tough and courageous decisions, placing our people and our patients at the centre of everything we do. There are clear benefits to strengthening our working in partnership, not least because our people have told us that we can improve how we manage, communicate and deliver change, together, we want to see healthy, mature, open and informed decision taking place across our service about the services we deliver and the impact of change on our people and our patients. This can help us develop a shared understanding of the need and impact of change, and how we manage it effectively together. Working in partnership will help us to reduce the gap that sometimes exists between decision makers, managers and those affected by change. We pledge to continue to work in partnership together even when the going gets tough to achieve the best possible outcomes for our service, our people and our patients and our expectation is that this will take place at all levels of our organisation too.

Jason Killens
Chief Executive
UNISON
Branch
Secretary

Angela Roberts
UNISON
Branch
Secretary

Paul Seppman
UNITE (Mid & West)
Branch
Secretary

Craig Brown
RCN
Steward

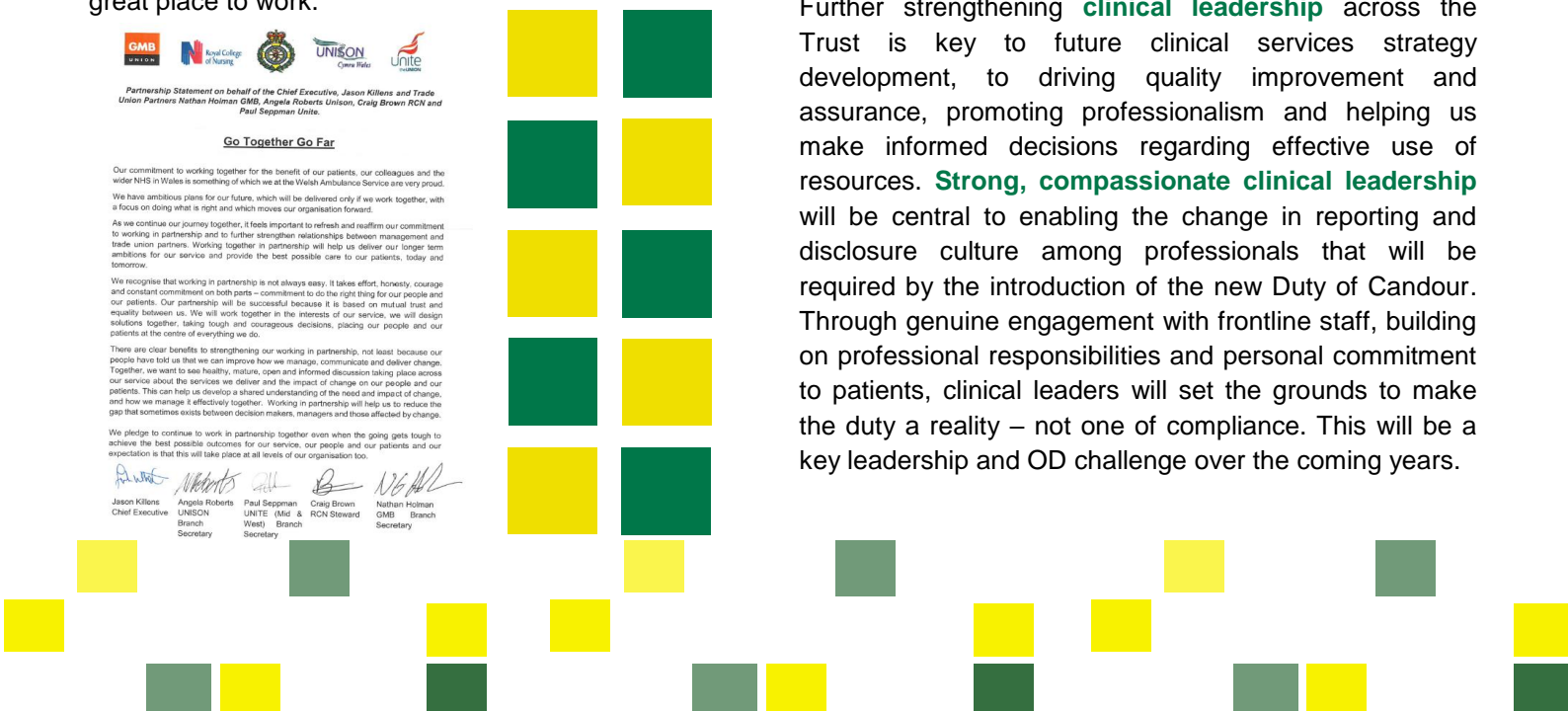
Nathan Holman
GMB
Branch
Secretary

Compassionate and Collaborative System Leadership

The key enabler of changing culture is through our leadership and our **Leadership and Management Development Strategy 2019-22** sets out our vision and approach / actions for the next three years. An example of what can be achieved with investment, energy and the support of the Trust Board can be seen in our hugely successful **Team Leader Development Programme** which has already had a major impact across the Trust. We will continue to build on our underpinning ethos of developing leaders at all levels, as we broaden out our learning opportunities to both current and aspiring leaders. Helping leaders be compassionate, individual and human, enabling them to see the importance of their role in setting the conditions for wellbeing and happiness among their teams is at the heart of what we do.

Through our implementation plan, we will find ways to deliver against our ambition to **grow and encourage system leadership**, developing the ability of our people to lead, influence and manage across an integrated, collaborative system of care and multi-disciplinary teams. Building collaborative development partnerships with other public sector organisations will help us to provide the best possible opportunities to our people; and will assist in creating **aspirational career pathways** so that clinicians and leaders have the opportunity to gain the skills and experience needed.

Further strengthening **clinical leadership** across the Trust is key to future clinical services strategy development, to driving quality improvement and assurance, promoting professionalism and helping us make informed decisions regarding effective use of resources. **Strong, compassionate clinical leadership** will be central to enabling the change in reporting and disclosure culture among professionals that will be required by the introduction of the new Duty of Candour. Through genuine engagement with frontline staff, building on professional responsibilities and personal commitment to patients, clinical leaders will set the grounds to make the duty a reality – not one of compliance. This will be a key leadership and OD challenge over the coming years.



Our Enablers:

Technology

A Technology Enabled Workforce

Most organisations expect to increase or significantly increase their use of Artificial Intelligence (AI), cognitive technologies, automation and robotics over the next few years – and healthcare is no exception.

Electronic Patient Care Record (EPCR): The Trust already uses digital pen technology to complete patient care records (PCRs) for the patients that all of our Emergency Medical Services staff attend. This technology has delivered considerable benefits compared to the historical paper based process. Looking to the future, and in line with the emerging ideas from developing our long term strategic framework, we want to develop a more **innovative and effective** electronic solution to capture and record clinical data and information that will enable us to further demonstrate and improve the quality of care we provide to our patients. An ePCR solution will enable the Trust to **share digital clinical records** with other healthcare providers along the patient's journey to improve their experience and outcomes; this technology will also enable improved clinical decision making and signposting. A full training plan will be needed to ensure our workforce are **prepared** for the new technology and the benefits it can bring

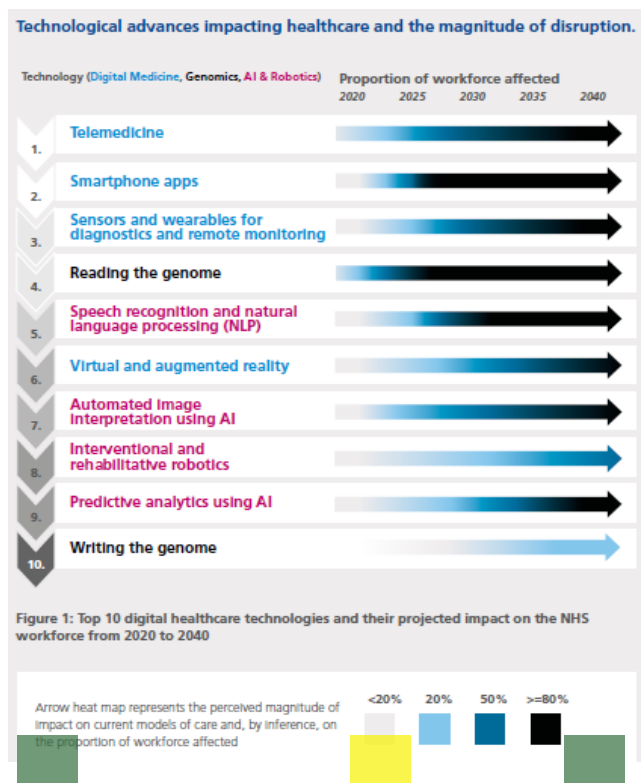
Electronic Staff Record (ESR)

As new technology expands, so jobs must change and the jobs of the future are much more likely to be digital skills, multidisciplinary and data and information driven. At a national level, it is possible we will also need to re-think our core systems such ESR (Electronic Staff Record) in favour of **cloud based systems** and innovative new platforms; we will support national discussions through the course of this strategy.

Plans have been made to roll out education and training self-enrolment, additional management self service functions, such as processing changes to hours, and also making use of talent management and succession planning functions to support the implementation of the Leadership and Management Development Strategy through 2019/20 and beyond.

Ensuring the workforce has the **skills and competencies** to enable the technological advances being made across healthcare will be an essential part of our future digital workforce plan. Having the right skills in using new technology, engaging in effective **telemedicine** and **interpreting informatics outputs** with strong data analysis and science skills will ensure technology invested in can operate optimally for the benefit of our population and our workforce. We know our patients can benefit from improved healthcare using technology – we want our workforce to benefit in much the same way. Using technology to improve the **design of jobs** and assist productivity, applying it to supporting our peoples wellbeing by increasing and easing accessibly to **Occupational Health** and transforming our **Education and Training** to make learning meet the individual needs of our people, where and when they need it are exciting deliverables we wish to achieve.

We look forward to positively influencing the direction of travel and development of a new digital Transformation Strategy following appointment into the new Director of Digital Services post, and implementing the various solutions required to support our people to maximise the benefits a **Technology Enabled Workforce** can realise.



Our Golden Threads: Quality, Value and Efficiency

As an ambulance service, we are committed to providing the **best quality of care** to our patients and service users, care which is delivered in the most cost effective and efficient way for every taxpayer pound we spend. In developing our people and culture vision for the future, we have held these principles at the core of our thinking.

Quality at the Heart of everything we do

We are an organisation that seeks **continuous improvement** in the quality of our care, our services, and in our staff; which encourages organisational learning and professional candour, seeking to learn from mistakes to avoid repeated future incidents. We will, when the time comes, actively strive to ensure we meet any further requirements created by the **Duty of Quality** and **Duty of Candour** as set out (and likely to be legislated for) in the **Health and Social Care (Quality and Engagement) (Wales) Bill**.

We also aspire to realise the aims of “A Healthier Wales”, embracing the **NHS Core values** and the whole system values as below:

- Putting **quality and safety** above all else, providing high value evidence based care
- Integrating **improvement** into everyday working, eliminating harm, variation and waste
- Focusing on **prevention, health improvement and inequality**, contributing to sustainable development of future generations
- Working in **true partnership**
- **Investing in our staff**, through training and development, enabling them to work safely and effectively

But understanding what we mean by putting quality and quality assurance at the heart of everything we do, and particularly how this applies within a **workforce context** requires further explanation.

As a starting point, we will work with colleagues to improve quality across all four aspects of our People and Culture strategic themes –providing **improved workforce planning** support for colleagues; **reducing sickness absence rates**; improving quality of

education delivery; enabling **greater diversity and inclusion**; promoting a **culture of safety and learning**; enabling colleagues to speak up and **raise concerns**; creating a culture which is **free from bullying** and other oppressive behaviours; **valuing the learning and improvements** made through concerns raised; ensuing **swift, fair and blame free investigations** into concerns raised; **communicating** to ensure those staff who most need to understand the new Duty of Candour and Duty of Quality are supported to understand and enact it; ensure **appropriate, thoughtful support** is in place for individuals when mistakes are made; and working in **partnership** with our Trade Union partners in a meaningful, constructive way to deliver improvement. These are just some of the ways we believe we can make a positive contribution towards ensuring quality remains at the heart of everything we do.

Creating Value and Efficiency

We will work with partners to **maximise opportunities to realise efficiency and value across the whole system**; this will include benchmarking our performance, developing an evidence base for delivery and evaluation of benefits realisation for interventions relating to (for example) reducing sickness absence and introducing the Band 6 competencies; we will also seek out opportunities to collaborate and share learning resources and facilities.

We will explore **potential income generation opportunities** associated with Apprenticeship pathways and will maximise the use of **technology and digital approaches** to work to benefit both our colleagues and our patients, for example in accessing our Occupational Health Services in future.

Our commitment to establishing **Local Learning Communities** will enable colleagues to learn closer to home, reducing expenditure associated with travel and subsistence; and work will also be undertaken to redesign the existing Human Resources Hub and investigation processes to ensure provision of the most effective and efficient services.

Our section on resource availability at page 13 provides further detail of efficiency and productivity opportunities.



Delivery Plan

2019/20	Deliver a Board approved People and Culture Strategy that sets out our ambitions and priorities for the next three years on our journey towards Delivering Excellence 2030	PLAN
	Deliver an improvement in resource availability levels across the workforce	RESOURCE
	Deliver a Board approved Strategy and Implementation Plan with key deliverables over the next three years	EDUCATE
	Refresh our commitment to our Volunteer workforce, and develop a Volunteer Strategy designed to improve their experience, opportunity and the support available to help them flourish	ENGAGE
	Deliver a Board approved strategy to improve the Health and Wellbeing of the Trust's workforce, which will initiate a transformation in the design of our processes, jobs and ways of working (including shift patterns)	ENGAGE
2020/21	Develop a workforce transformation plan to enable implementation of a shift in workforce skill mix, increase in numbers and roster changes as part of delivering the EMS capacity and demand recommendations	PLAN
	Expand our offer of meaningful work experience opportunities to school age children and build on a programme of schools engagement to raise awareness of service opportunities to ensure a ready supply of remarkable people to work in the ambulance service	RESOURCE
	Introduce the Paramedic Science Degree programme and develop the Conversion Programme to enable sustainable supply and internal progression routes	EDUCATE
	Refresh our Organisational Behaviours, Vision and Aim , listening and learning from individual stories to improve our approach to respect and resolution of conflict at work	ENGAGE
2021/22	Scope the strategic workforce plan requirements for Delivering Excellence 2030, including the requirements for future NEPTS services and development of a discharge and transport service, and aspiration to be the Call Handler of Choice	PLAN
	Invest in developing our Occupational Health and Wellbeing Services , including exploring the potential use of video technology, introduction of in house clinical psychology support and review of our recently implemented rapid access to physiotherapy services to improve timely access to support	RESOURCE
	Ensure all staff meet a minimum standard for core education requirements and digital literacy in readiness for future service and digital transformation	EDUCATE
	Improve the support available to those caring for family and relatives through the Launch of a new Carer's Framework	ENGAGE

Accountability: Monitoring Arrangements

The Executive Director of Workforce & OD has overall accountability for the delivery of this strategy, on behalf of the Chief Executive, and will work collaboratively across Executive Management Team colleagues to ensure delivery. Delivery of this strategy will be monitored at monthly **Workforce and Organisational Development Directorate Business Meetings**, reporting to **Strategic Transformation Board**, **People and Culture Committee** and the **Trust Board** as appropriate.

The **People and Culture Committee**, launched in April 2019, is chaired by a non-executive director and is there to provide assurance to the Trust Board that the leadership team is setting in place the right conditions for our people to be their best, to enjoy and healthy, happy and productive (working) lives, to ensure adequate staff resources are available to deliver safe and sustainable services, to mitigate risks and issues and that the organisation is well led. It will receive period progress reports on delivery of our People and Culture Strategic ambitions and actions plans in order to provide assurance to the Board, and will deep dive into relevant subject areas as appropriate to increase scrutiny, understanding and provide support and direction in deliver where possible.

We have developed a **Benefits Realisation Map** to assist us in identifying the range of benefits we are seeking to deliver with our strategic enablers ie. our workforce plan and enabling strategies. This Map will be supported by the development of a **Benefits Monitoring Scorecard** (in development) to identify the key measures related to each of the strategic goals.

Our People and Culture Committee will...

Provide assurance to the Board of leadership arrangements, behaviours and culture, training, education and development, equality, diversity and inclusion agenda, and Welsh Language. Provide evidence based and timely advice to the Board to assist it in discharging its functions and meeting its responsibilities with regard to all matters relating to staff and staffing of the Trust.

...deep dive into matters relating to delivery of the People and Culture Strategies and enabling strategies, particularly on topics such as partnerships and engagement, and the effectiveness of arrangements to ensure organisational wide compliance of health, safety and welfare requirements; and approve on behalf of the Board, relevant workforce policies, procedures and other written control documents in accordance with the Trust's scheme of delegation.



Thank you for taking the time to read our Strategy

