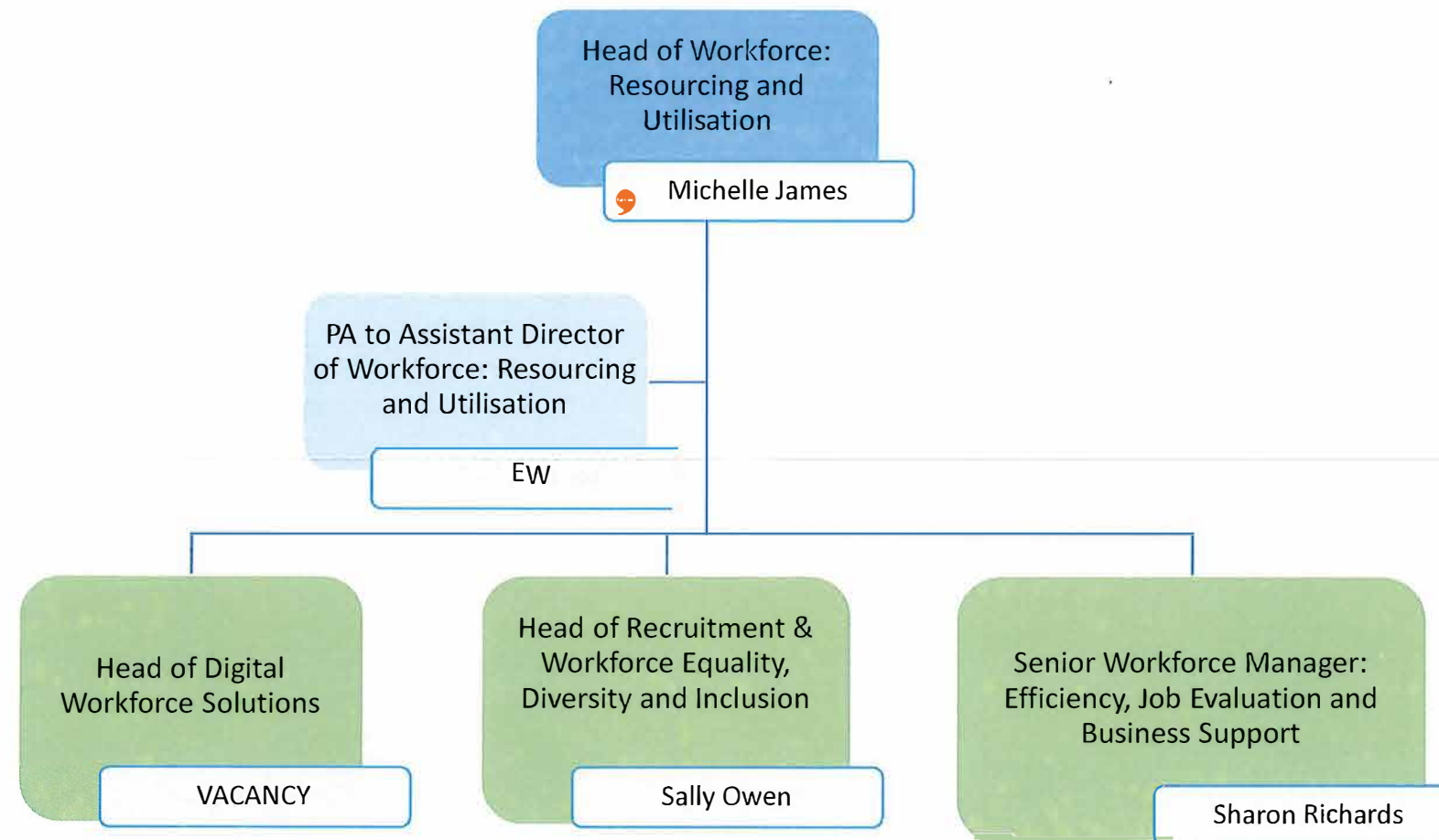


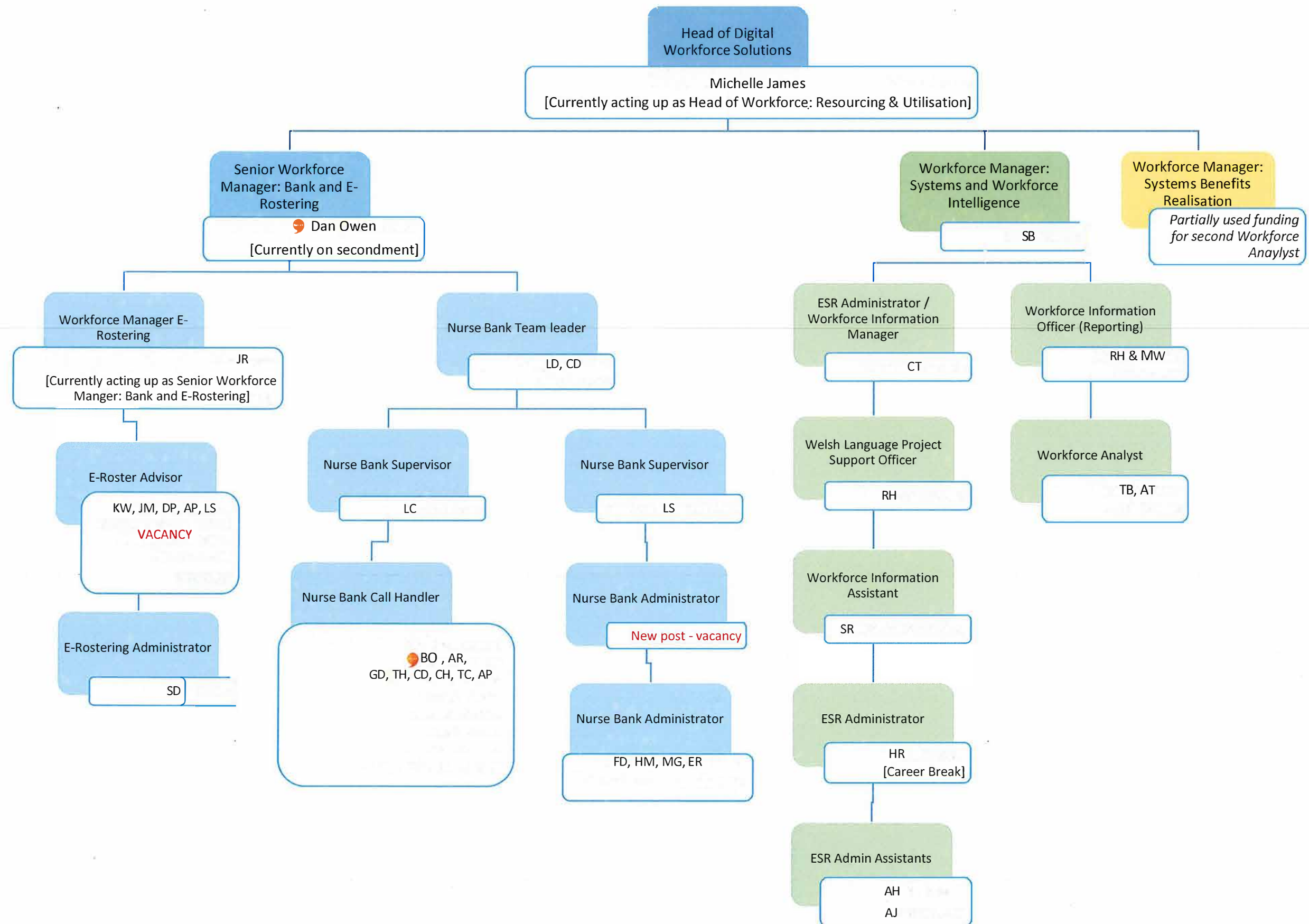
Recruitment and Workforce Equality, Diversity and Inclusion: We have a strategic objective to transform the end to end recruitment pathway focussing on moments that matter in the manager and candidate's experience. Our aim in Hywel Dda is to 'put people at the heart of all we do' and our staff stories will play a significant role in how we co-design our pathway and processes. We will be committed to the principles of corporate social responsibility in supporting the delivery of economic recovery as a result of the pandemic proactively looking at ways to secure substantive roles for those who joined us on a fixed term basis, engaging with our communities to promote opportunities in hard to reach areas and recognising the diversity of our population. Our vision is to ensure safe, values based recruitment addressing the Health Board's significant vacancy factor in the earliest possible timescale in the interests of improving patient safety and quality. Appointing candidates who buy in to our values and behaviours from Day 1 will be key. We aim to meet and exceed key performance indicators in place for the end to end recruitment pathway repatriating tasks from the Appointing Manager where this is appropriate and capacity allows. We will use targeted multi-channel recruitment campaigns using innovative media technologies, traditional methods and professional networking sites to attract the right candidates. Attraction strategies will ensure we are more inclusive for those who may experience barriers to applying via traditional routes and reaching out through proactive action to seldom heard individuals with less bureaucracy to our approach. Using 'lived experience' stories we will drive forward an ambitious strategy to ensure the Health Board is an employer of choice and exemplar in the field of Workforce Equality, Diversity and Inclusion including embedding our bilingual skills policy, ensuring compliance with the Welsh Language Standards and supporting members of our workforce in accordance with their protected characteristics. Strong governance will be in place for immigration and DBS.

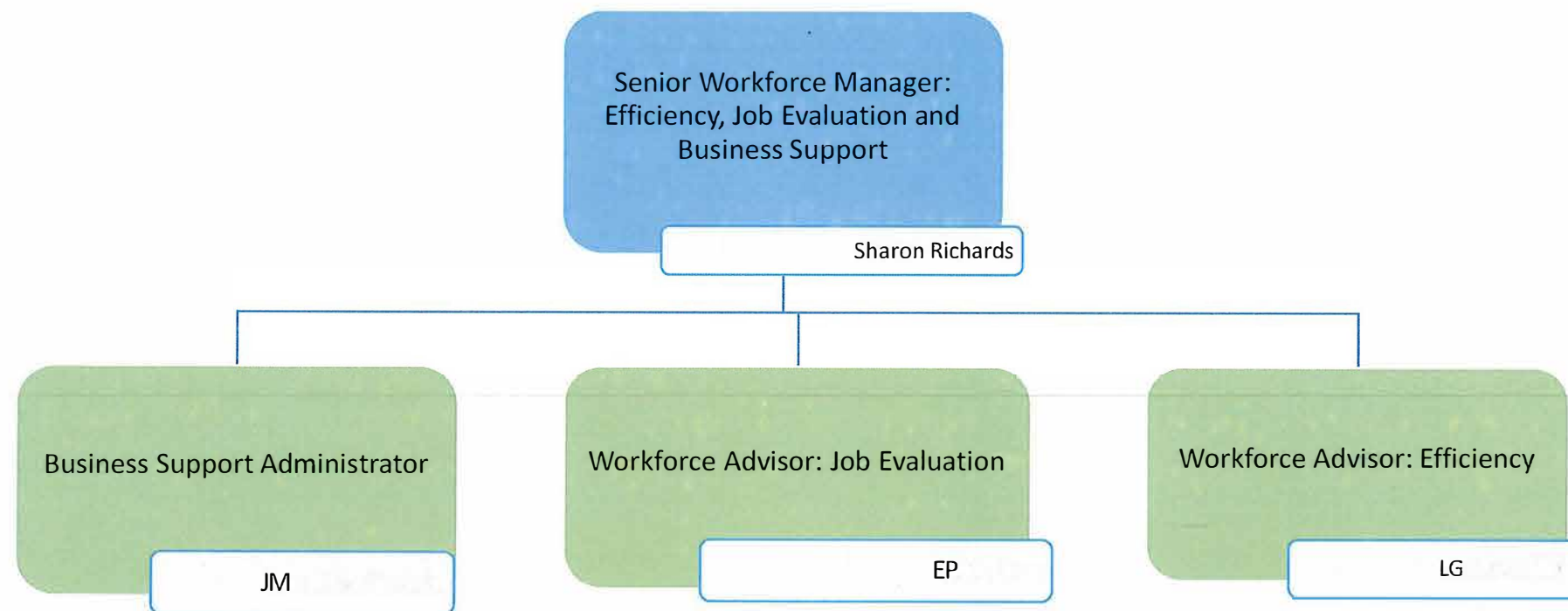
Digital Workforce Solutions: Our vision is to lead and manage the strategic development, enhancement and operational use of key workforce information systems and e-systems. There will be a focus on data quality, systems integration, eliminating paper processes and benefits realisation. Workforce information services will be effective and responsive to day to day and the strategic needs of the organisation with an emphasis on predicting future workforce trends with cause and effect analysis and modelling. Workforce dashboards will be developed to measure the right things focussing on improvement with quality and timely information to support data driven decisions aided by data visualisation. Information will be presented not simply to meet reporting requirements but in a way which can highlight trends to drive forward improvement. Performance against National Delivery Framework targets will be monitored through a newly developed dashboard. Business Intelligence Reports will be accessed regularly by end users via their own desktops to help our leaders manage their workforce agenda. We will deliver a cost effective, safe and quality temporary staffing and E-Rostering service to the Health Board and implement initiatives to deliver continuous improvement to the quality and cost of the services offered. We will commence a 2 year roll out plan for a new e-rostering system with a focus on end user experience. With the roll out of the new system we will work closely with the service educating managers to change the culture of how rosters are currently managed with changes being done in real time to aid decision making and compliance with the Nurse Staffing Act. Our workforce, in particular our bank staff, will benefit from a more accessible platform (anywhere, anytime and from any device) to record availability and book shifts resulting in a stronger culture of engagement. We will ensure that we apply best practice people management principles for our growing bank workforce and maximise the availability of our bank workforce to drive down on-contract and off-contract agency usage.

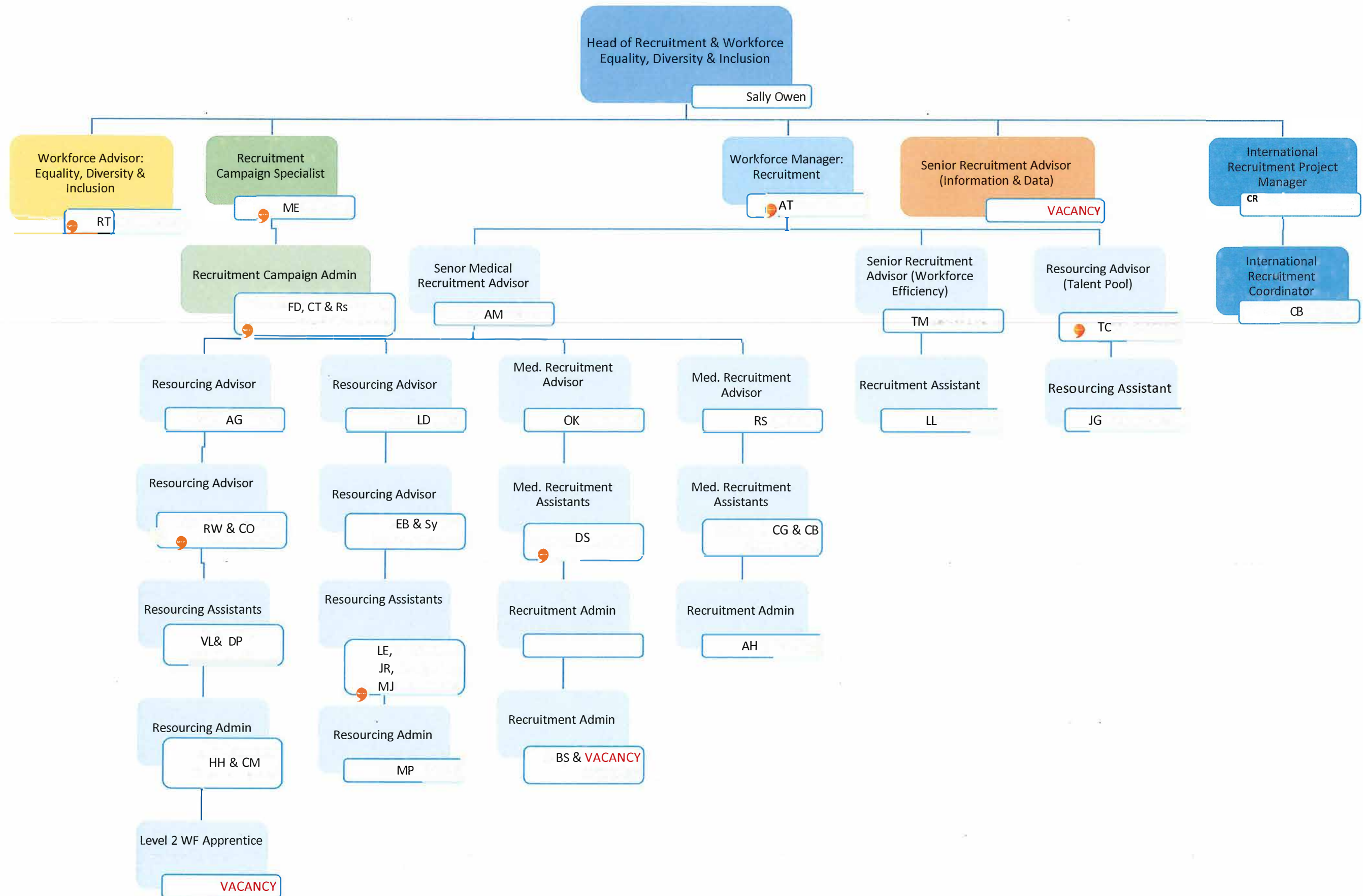
Workforce Efficiency, Job Evaluation and Business Support: We aim to have a Workforce Efficiency programme fully embedded with strong governance arrangements in place and targets being met. Workforce Efficiency pay controls will be reviewed, updated where necessary, and fully embedded. We will work collaboratively at NHS level delivering workforce efficiencies locally. Agency worker arrangements will be managed in accordance with legislation and best practice.

The National A4C Job Evaluation Scheme will be managed with integrity and in partnership. The vision will be for a simplified template for the Job Description and Specification which is easy to understand and best practice format and style to attract candidates into roles where expectations are clear. New and changed roles will be job evaluated expediently and quality assurance principles will be well embedded. Role modernisation developments will be supported through expertise in the availability of national profiles and generic job descriptions will be developed to improve efficiency. Our vision is to have Job Descriptions available bilingually in an accessible library. Improvement methodologies will be at the heart of the business support function to ensure that the Directorate works within a strong governance culture meeting deadlines for key corporate requirements.







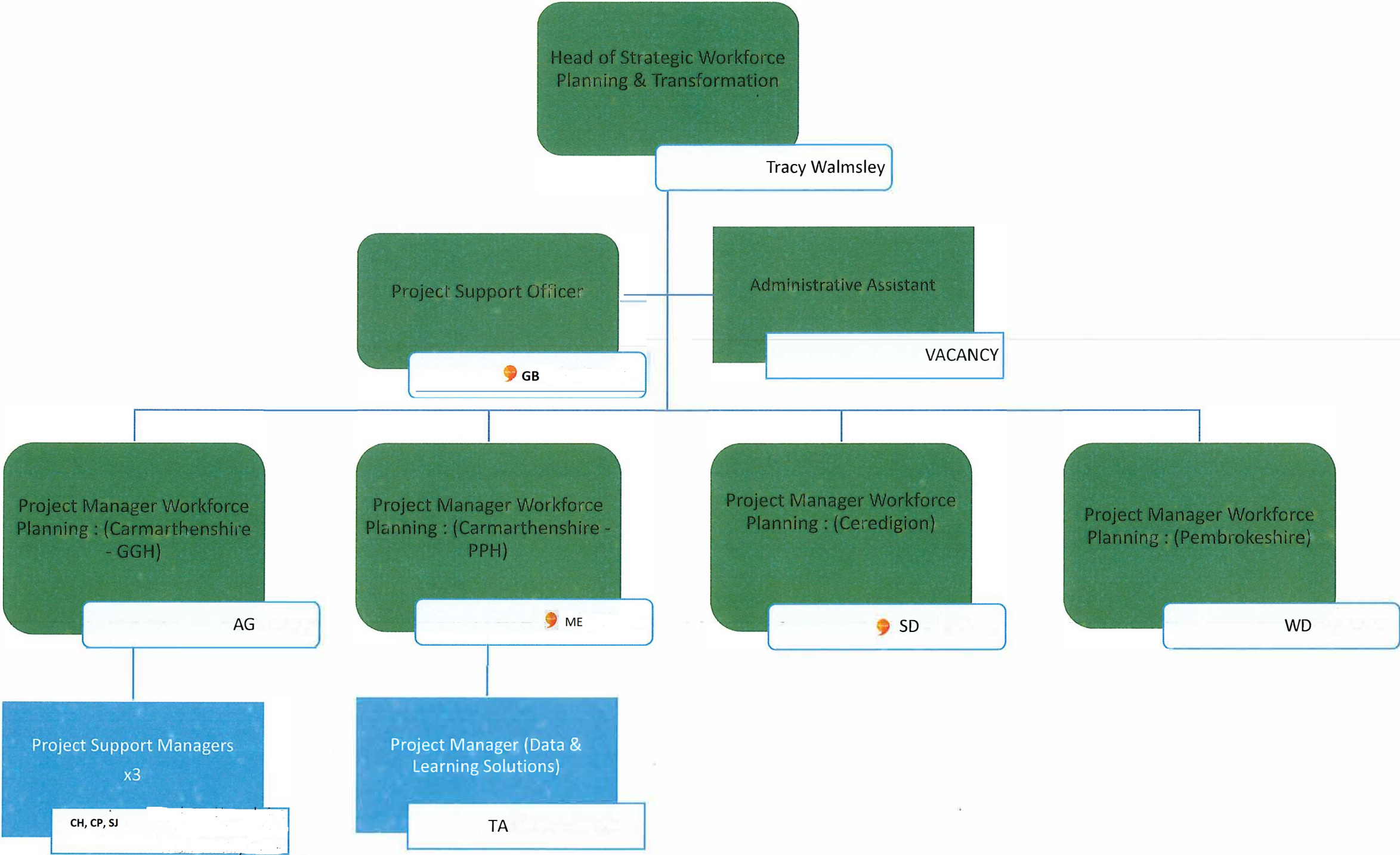


Workforce planning is a critical component of many roles and functions across workforce, OD and services – the design, development and delivery of workforce models. As a workforce planning team our energy focuses upon workforce design – the “*what*” we need to do as individuals and teams to support the future success of Hywel Dda and “*how*” the what we do is facilitated through development of resources, workshops and consultancy. Strong workforce planning supports the delivery of services to our patients today, and tomorrow. We will help to create capacity & capability to allow service leaders to respond to strategic workforce planning challenges across health & social care –critical skills needs, identifying new ways of working and entrenched workforce deficits; helping managers to look into the future and think of how services can be delivered in different ways and by different practitioners. This has close links to enabling our values and values based healthcare through role and team design, alignment of capacity & demand to workforce demand, mapping change and highlighting good work in these areas.

By setting out a clear plan for our staff this in turn will help people see their individual contribution to patient care and also help them to design their own development path and career choices. This in turn will help Hywel Dda in its vision to be an employer of choice by creating opportunities for development, new roles and extended practice.

Critical to the success of the Health & Care Strategy it is important for us to develop a 5 and 10 year workforce plan, and identifying the baseline will be a great start and enabling us to create a route map for the future...

Working with HEIW we will support the development of all Wales workforce planning toolkits, new roles and agree the commissioning for all training posts linked to our planning activity through Integrated Medium Term plans (IMTP's) developed by services.



The Organisational Development pillar hosts 5 functions which work together in an integrated way to help us transform and continuously improve our working cultures so that staff have a better experience at work, feel supported and can deliver a better quality of care for our patients.

Nurturing and Developing Our Leaders

Leadership is the most powerful factor in influencing the culture of any organisation and therefore developing compassionate and collective leadership capability can help us to drive cultural change across the Health Board, to be true to our values and enable us to achieve our goals. Leadership development is about nurturing the potential for all leaders to share new realities together, giving them the tools, skills and confidence to empower, motivate, guide and support their teams and staff. Coaching is a means of leadership development and literally means 'to transport someone from one place to another'. Coaching is a way of supporting and enabling leaders to resolve challenging issues, improve productivity and effectiveness, in line with our values and commitment to wellbeing.

Nurturing leadership talent and ensuring there are 'pipelines' and 'ladders' in place for that talent to grow in breadth and depth and to aspire and succeed is a developing part of our portfolio in the form of a succession planning framework that we are designing. This will complement the work of HEIW on an All Wales basis.

Our Culture and Workforce Experience

Perception is based on peoples lived realities and so our culture and workforce experience teams' ambition is to ensure our staff can thrive and experience working with us as a positive and life enhancing opportunity. We need to really find out what staff think and feel by listening to them, asking for feedback, helping to make sense of what's going on and empowering them to co-create more positive cultures in teams.

Through our OD interventions, we reinforce our values and behaviours, create more positive team dynamics, address cultural issues such as bullying and harassment and instigate mediation and reconciliation wherever possible. Using layers of data to build rich pictures of our staff's realities can help us to increase trust, design better ways of communicating more appropriate ways to recognise and reward staff contributions and build an appreciative and nurturing culture. This all adds up to us becoming a more attractive employer where staff of all generations and diverse backgrounds feel included and choose to come and work here and stay with us because they feel they belong

Our Staff Psychological Well-being Service

The service aim is to help build a culture of wellbeing and resilience for the organisation – for individual employees, leaders, teams and services. Our function is based on a systemic framework, the understanding that good working conditions underpin good staff experience and wellbeing. We work proactively to support resilience (working upstream) as well as providing the psychological support needed when teams and individuals are experiencing difficulty (working downstream).

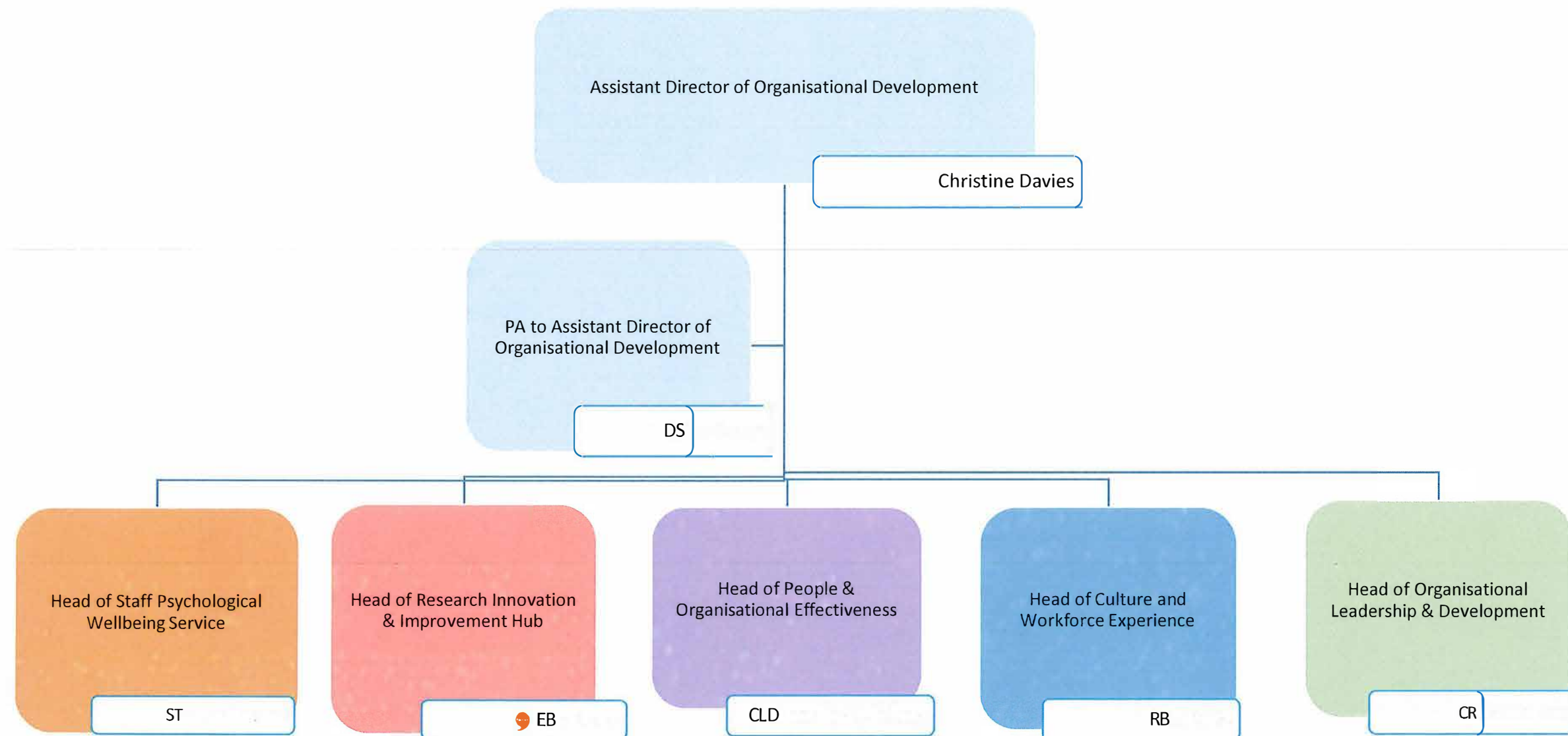
We work with individuals, teams and leaders to understand wellbeing at work, to gain insight into the psychology of resilience and to develop the processes and skills to work together to find solutions. We seek to collaborate with other teams and services to draw on the evidence base and best practice for psychological wellbeing at work. Staff wellbeing is at the heart of what we are aspiring to in our culture, where a sense of personal organisational and wellbeing becomes our cultural norm with the environmental and psychological safety factors in place to underpin that.

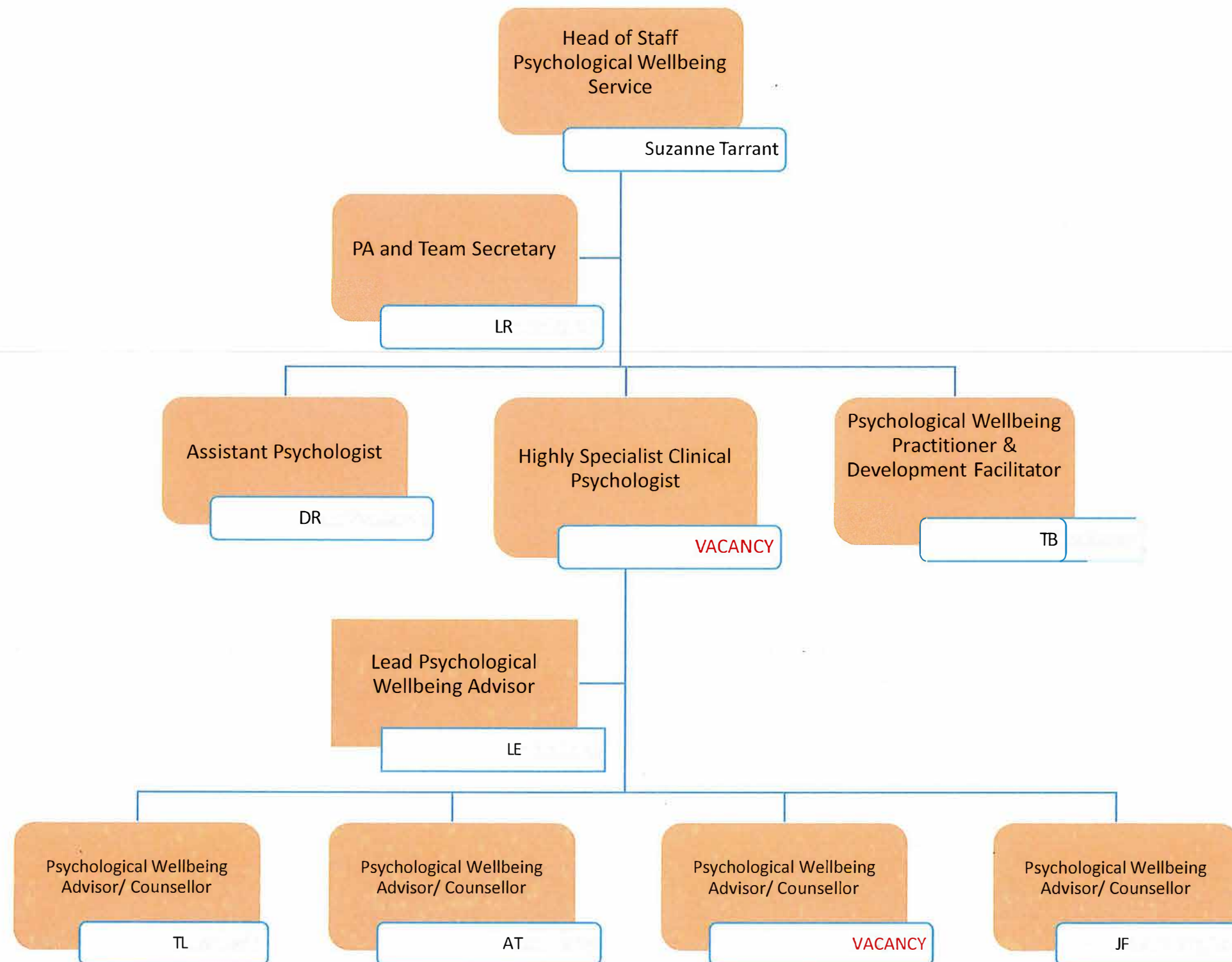
Our Research, Innovation and Improvement Hub

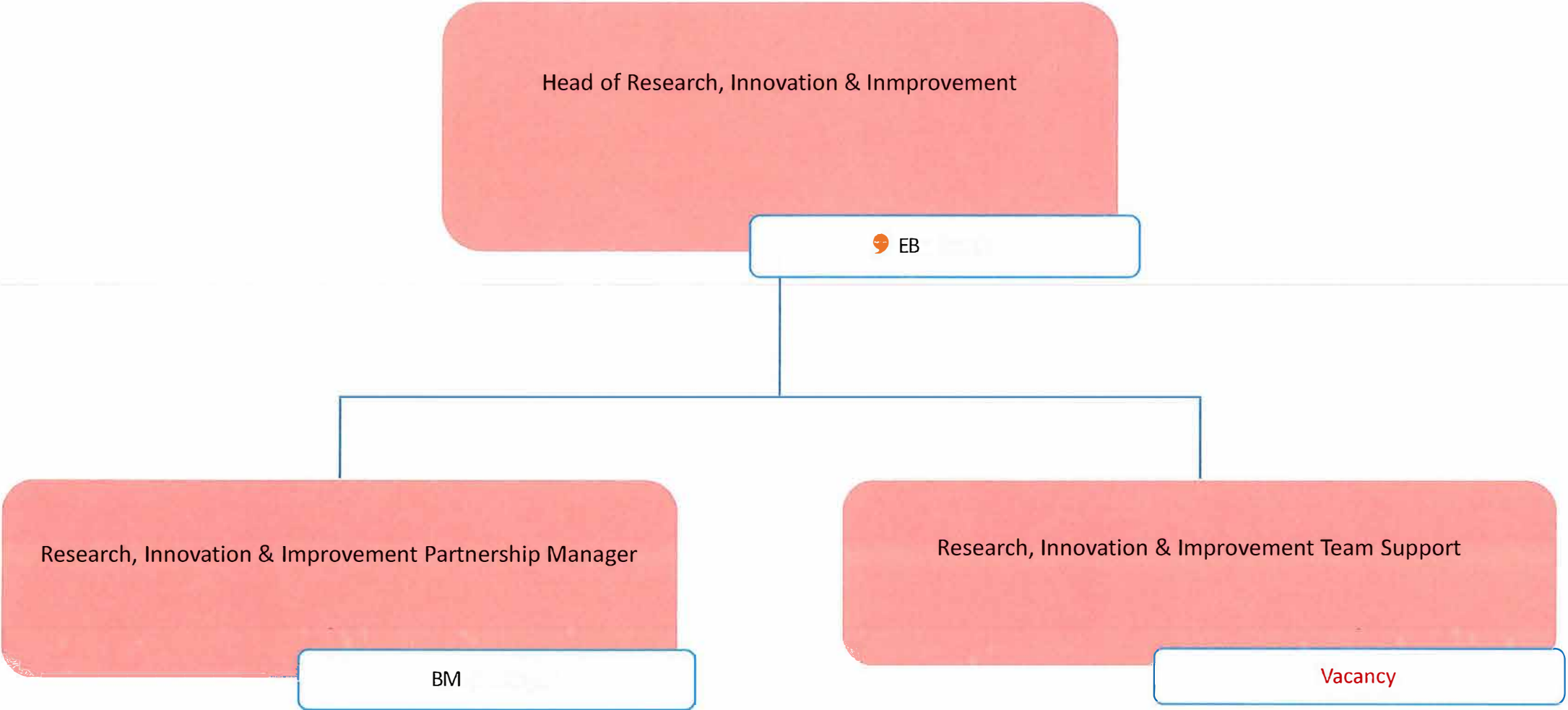
A team funded by Welsh Government to encourage research, innovation and improvement across the health and social care system in West Wales working with our local authority partners and reporting through to the Regional Public Service Board. The Hub team are working with a range of partners across the academia, local authorities, voluntary sector and national bodies to support the sharing of experiences, innovations and learning across the partnership. Also making links with regional hubs in other areas so that good practices can be identified, implemented and shared. Integral to the Hub team's work within the Health Board is being part of the Improving Together Framework where we can encourage innovations in practice and the adoption, spread and scale up of those innovations to impact positively on our patient care. They play a vital role in stimulating learning and connections so that the system as a whole, can benefit.

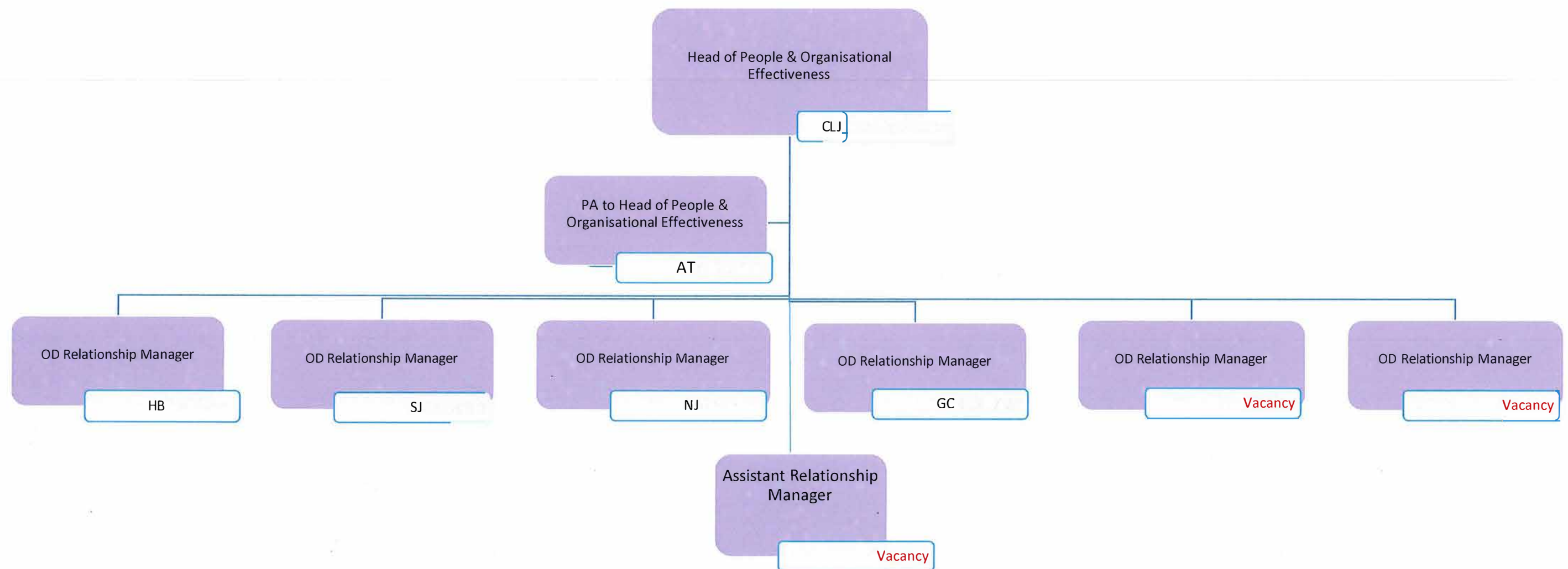
Our New Breed – Organisation Development Relationship Managers

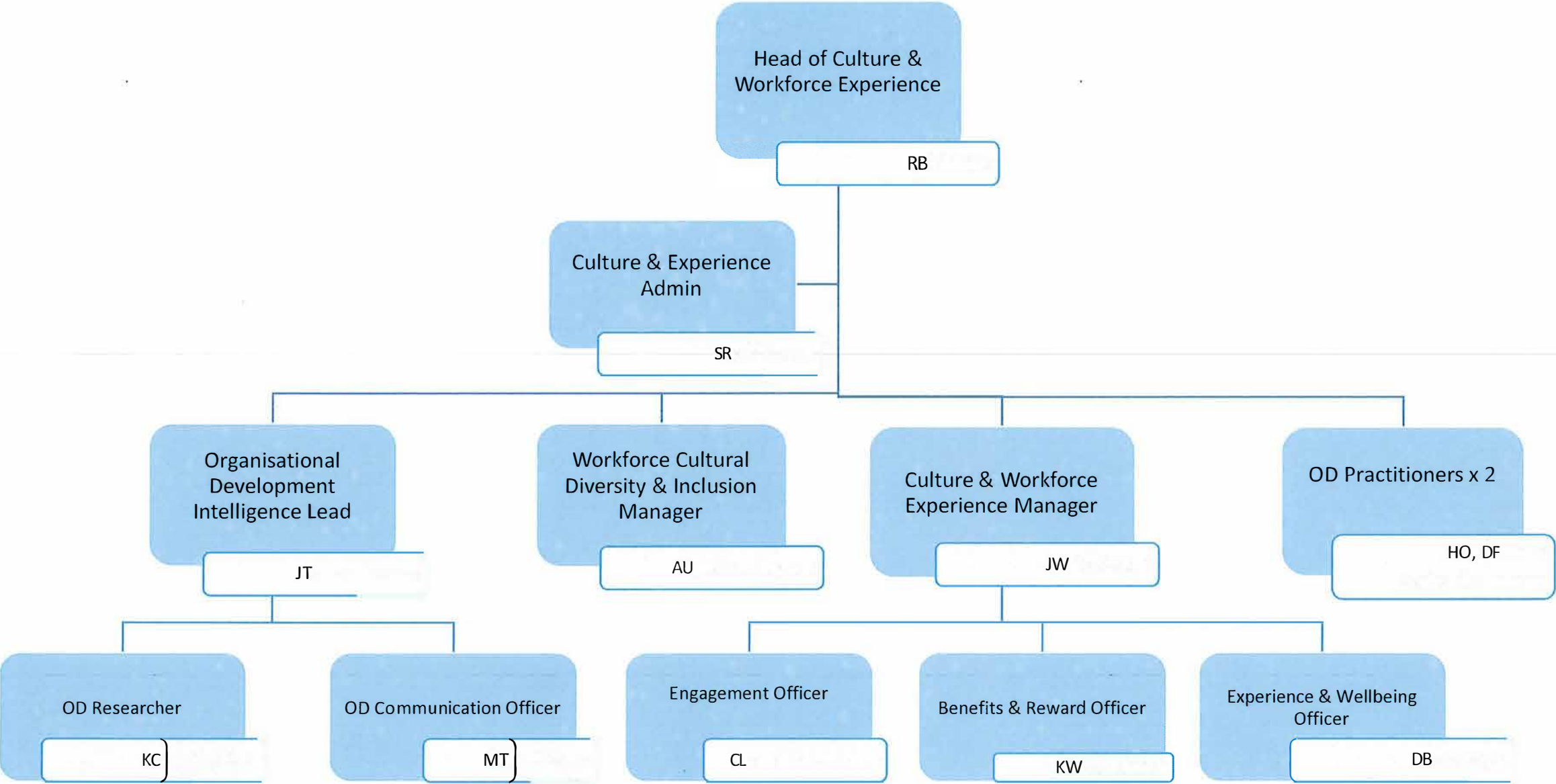
Our aim in Hywel Dda is to 'put people at the heart of all we do'. We want to develop a compassionate culture where our staff feel valued. Growing our compassionate leadership and effective team working, enabling our people potential and building trusting and empathetic relationships will mean that we can ensure the best outcomes for our patients. Our new team of Organisation Development Relationship Managers, will work with the local leadership teams, the staff and their representatives in those areas to influence the culture to be the best it can be. They will work to devise a local and unique people plan for that service which will focus on the specific cultural and people challenges and opportunities. The Organisation Development Relationship Managers will act as a first point of contact for the WOD service and be a real conduit to the centres of excellence within the other WOD pillars. This will ensure that the appropriate expertise is available to bring out the best in our people potential. The team aims to help our staff to offer their best selves at work and feel valued and supported to be well, be happy and thrive in life too. They want to help make Hywel Dda a great place to work.

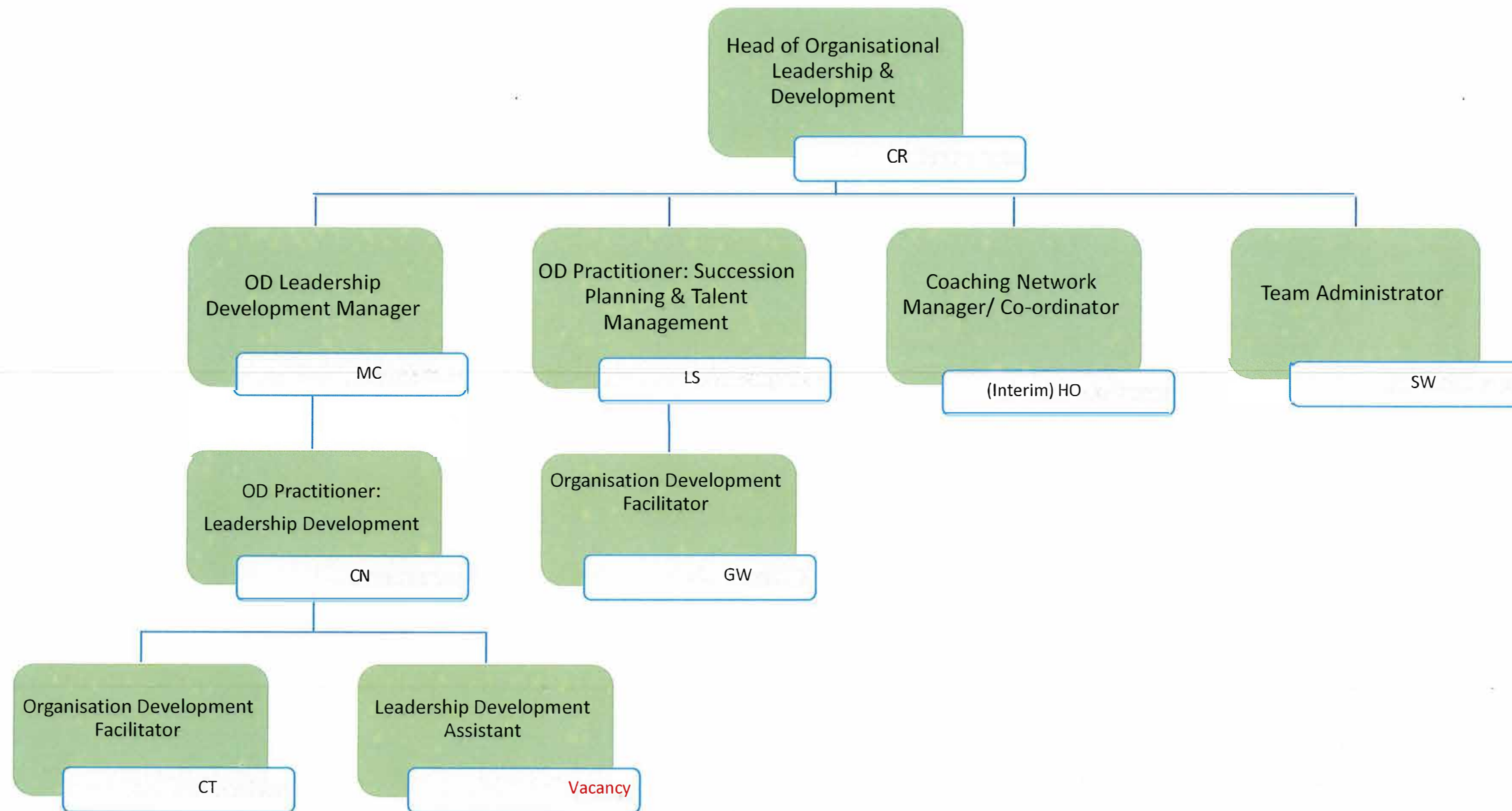












Our aim will be provide a suite of local policies which support staff through their work journeys. Our emphasis will be on finding ways to improve the way that we review and develop local employment policies in order to support staff and managers to be the best they can and to enhance their employment experience with the HB. We will focus on the desired outcome in order to balance both the individual and service needs. We will do this by holding engagement events with key stakeholders including those individuals who may have been subject to formal policy previously.

We will review our approach to employee relations to take account of the wellbeing of those going through formal processes at all stages. We will endeavour to improve employee relations timelines and will look to resolve issues informally wherever this is possible always considering the impact on staff wellbeing when formal ER processes are necessary. We will include stakeholders from across the organisation to include TU reps, managers and staff as part of our engagement.

We will support the service through organisational change and the clinical transformation programme ensuring that staff are fully engaged with the process and able to express their views. We will encourage managers to focus on the impact any change will have on the wellbeing of staff.

Occupational Health Service

We aim to place a premium on customer focus and ensure that any delays to recruitment, processing of management referrals and immunisations created because of the pandemic are appropriately managed within a reasonable timescale. We will develop a plan and prioritise as appropriate.

We will review the service infrastructure to ensure we are positioned to meet the changing demands on the Service including telecoms and web-based resources.

We will focus on internal Occupational Health processes to ensure they function safely, effectively, and efficiently to support the needs of all our employees, the Organisation and our partners.

We will ensure that waiting times are minimised in order to support the health and wellbeing needs of individual employees and the Organisation wherever possible. We will also assist Line Managers to appropriately manage risk.

We will design an improvement programme which will improve the way we use IT within the Occupational Health service. The primary aims of the improvement programme for this year are to enhance service delivery by:

- Optimising service potential by developing the IT skills within the Occupational Health team.
- Improving access to Occupational Health advice for employees and managers by developing web-based resources.
- Optimising the benefits of collaborative working via the use of appropriate IT systems.

Medical Workforce

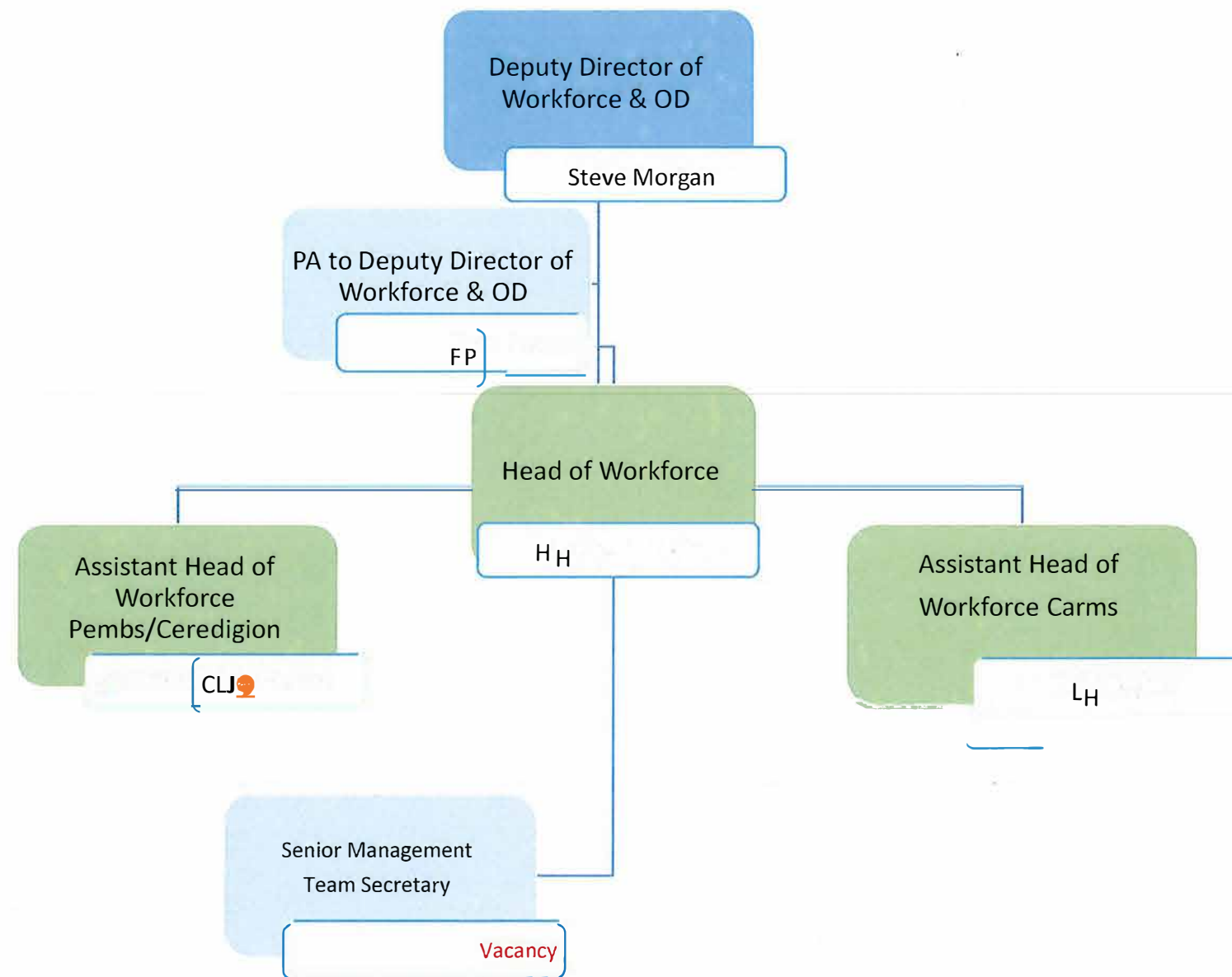
We will implement the SAS contract reform by holding engagement events with key stakeholders from across the organisation to include LNC reps, managers and staff.

We will support the smooth transition of doctors in training who will be transferring to the Single Lead Employer (SLE) and will undertake a review of the Medical Workforce function in order to maximise the specialist service provided post SLE implementation.

We will work closely with the Medical Recruitment team to ensure that the candidate journey is seamless.

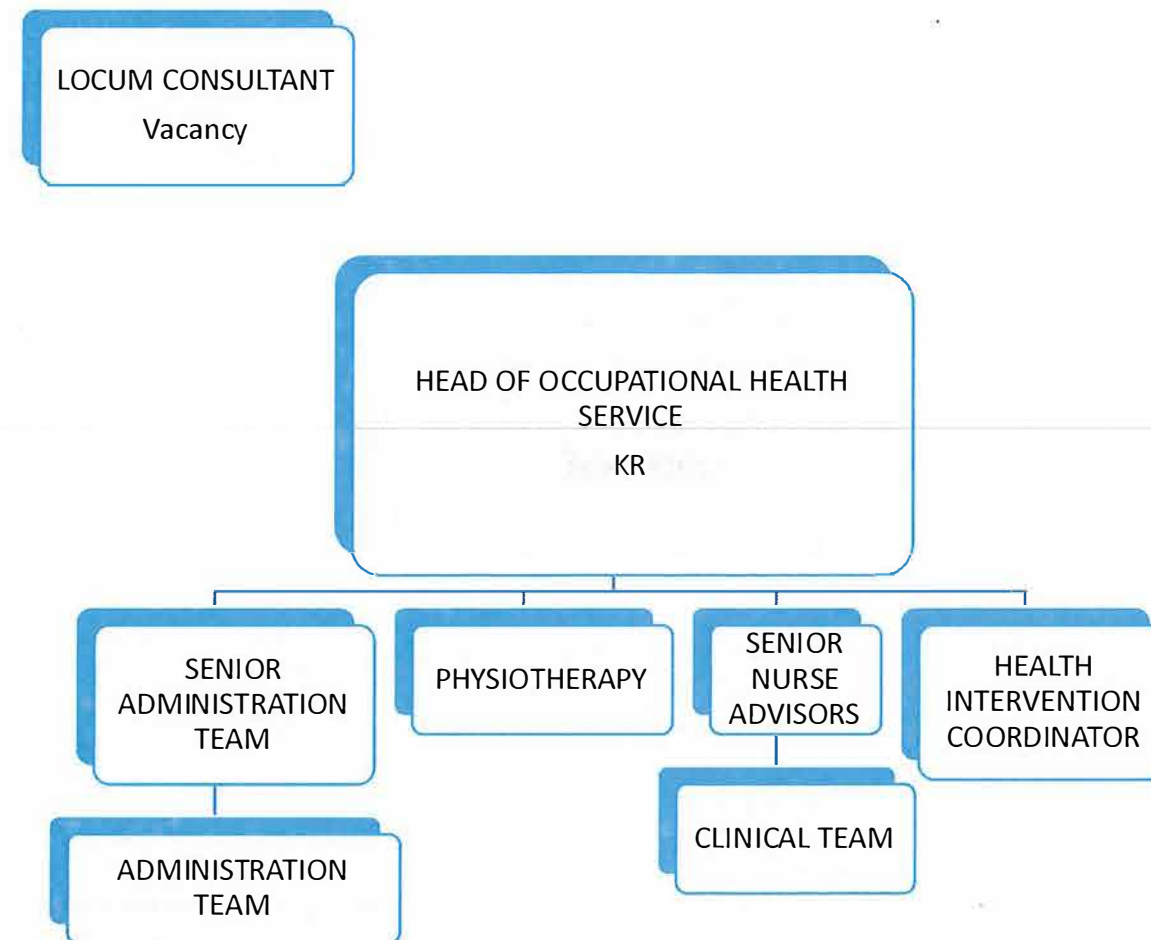
We will work with service leads in order to ensure that rotas and job plans meet the requirements of the service and are in line with terms and conditions as well as meeting legal requirements.

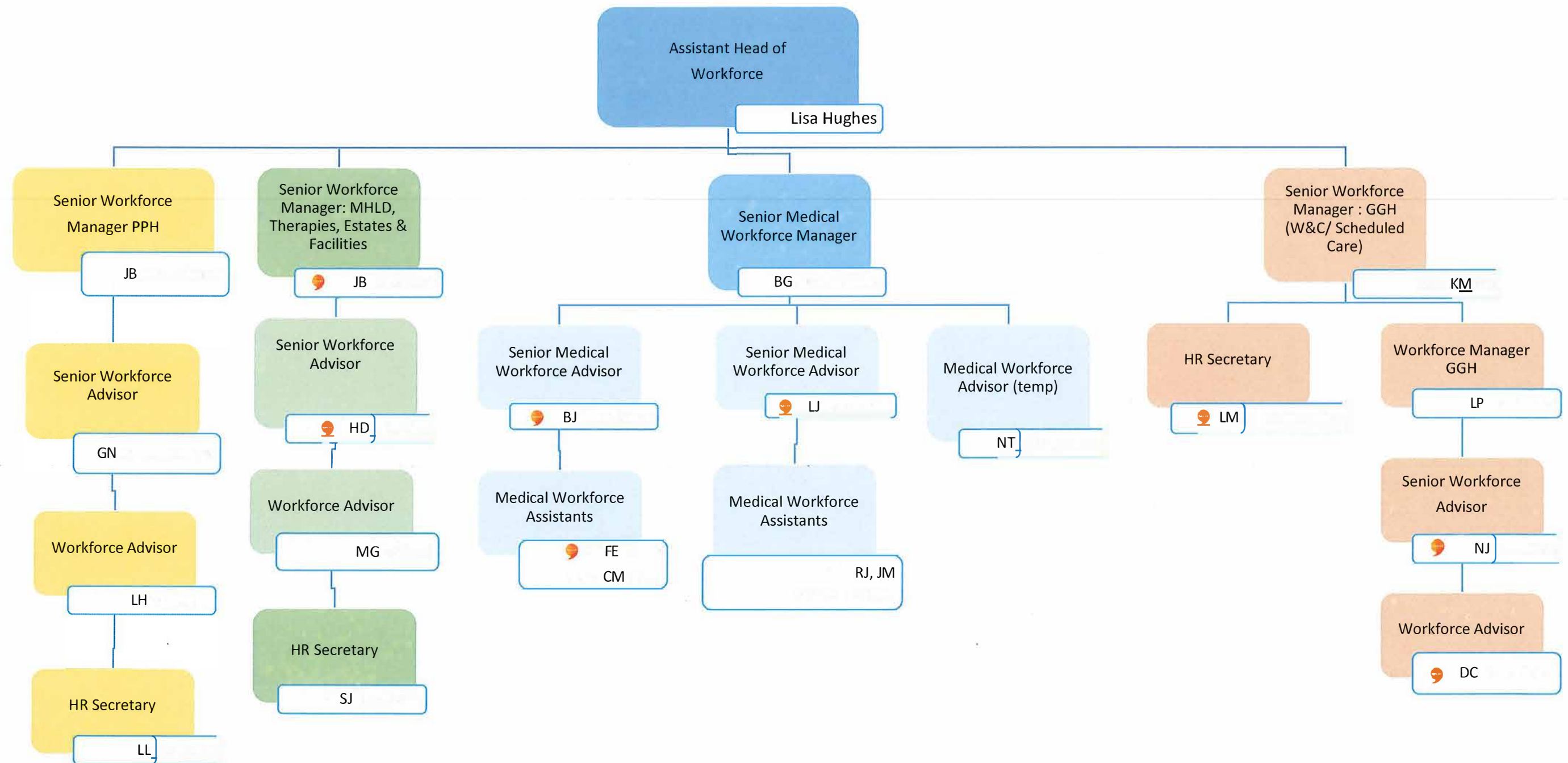
We will support the implementation of the Fatigue and Facilities for doctors in training and also the SAS Charter in order to ensure that wellbeing is enhanced and to ensure that SAS doctors are offered fulfilling careers, appropriate recognition and genuine development opportunities.



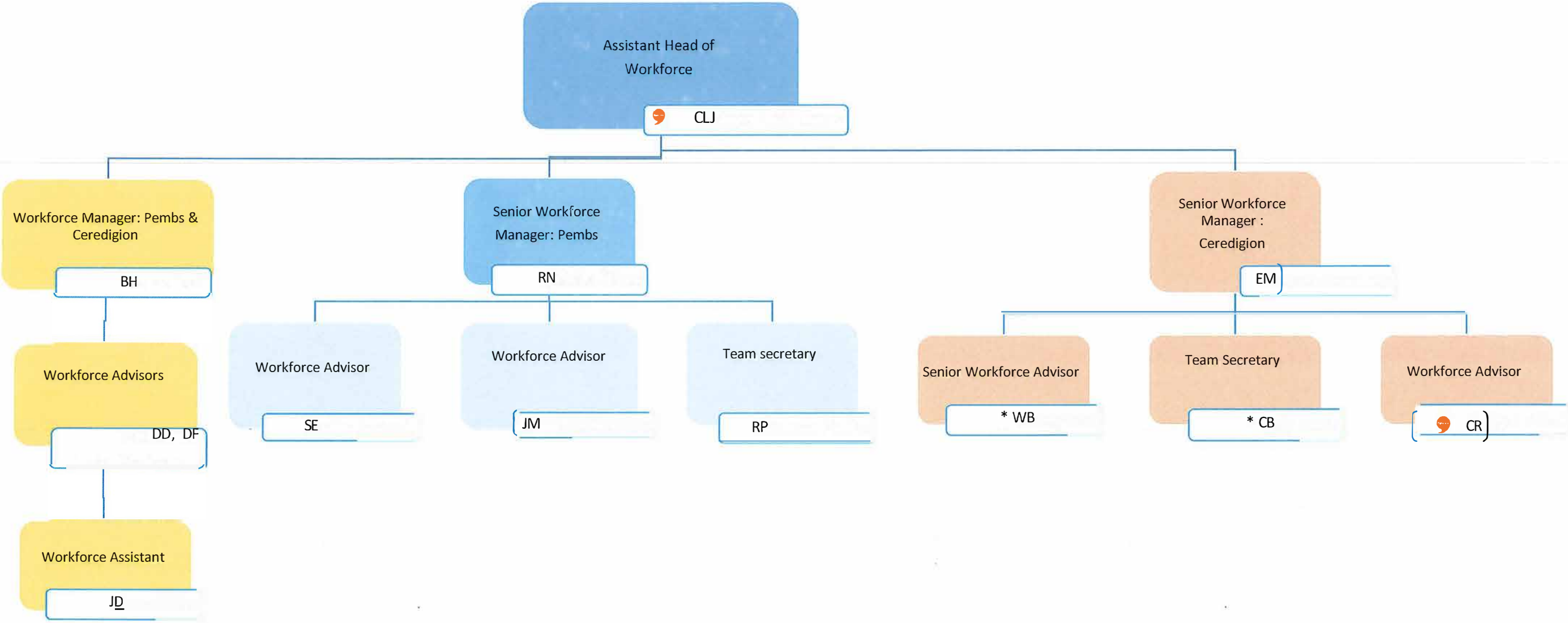
WORKFORCE AND ORGANISATIONAL DEVELOPMENT

OCCUPATIONAL HEALTH SERVICE





*denotes Welsh learner



Working as a unified function, the Workforce Education & Development Teams vision is to create a learning culture and development opportunities to empower and inspire our current and future workforce.

Learning & Development: The Learning and Development department will listen to our workforce and understand what learning they want. Our aim is to create learning that suits individuals needs and preferences. We will create a learning platform which can be accessed anywhere, anytime and from any device, which will host all learning and development opportunities. We will provide opportunities for collaboration and mentorship and be more creative and innovative in learning and development opportunities, in a way that promotes life-long learning.

We will design and deliver a management programme that provides managers at all levels the opportunity to access learning, whilst recognising their current skills. We will co-design with our workforce, new training initiatives and support services to develop learning opportunities within their speciality which reflects the new learning vision.

Finally, we will support our workforce to achieve mandatory training requirements, exceeding our KPI's, whilst providing learning compliance data, demonstrating the effectiveness of training opportunities and return on investment.

Clinical Education: Our aim is to maximise opportunities for inter-professional training, supporting the development of well planned, delivered and governed clinical education. We will create robust systems and processes that will support the transition to a new model of care for our population. The team will develop clinical governance around the development of new roles, creating a toolkit for managers, including outlining the educational requirements, competencies and a clear delegation framework. We will work with educational providers to create clinical career pathways, increasing the offer of the 'grow your own' workforce model.

Building on the progress of the holistic delivery model of clinical accredited qualifications for the non-registered workforce, the Clinical Education Team will support clinical services by delivering various modules and masterclasses to encourage a multi-skilled workforce, including development of new qualifications and joint delivery models to include primary and social care.

We will continue to enhance the clinical induction programme, whilst managing the integration of the joint induction with Social Care. In addition, we will provide development opportunities for our non-registered workforce to become multi-skilled, whilst creating a robust method to capture the skills of our clinical workforce.

Workforce Development: Our aim is to design and operationalise various workforce development programmes, recognising career development is important. We will work with managers, staff and our education partners to create career pathways which empower our workforce to reach their full potential. Working innovatively, the team will identify new opportunities from idea to implementation, including joint sector development to support the transition to a social model for health.

The Apprenticeship Academy team will extend the apprentice offer for our population, working with managers to identify new opportunities, whilst supporting the ageing demographics of our workforce. We aim to develop inclusive apprenticeship opportunities, recognising the diversity of our population.

We will engage with local schools to promote careers in the NHS, including breaking down barriers to stereotypes and promoting diversity of roles within the NHS. This will explore opportunities to support schools as they move to a new curriculum, through experienced based learning.

Future Workforce: Our vision is to create opportunities for our future workforce through a range of work experience and volunteering programmes. We recognise the social impact that volunteering can provide our local population and aim to create an experience that supports their social, emotional and physical needs. We will increase our work experience offer, including development of new virtual work experience opportunities. New volunteering roles will be identified, accommodating an expansion of the offer to our local population. We aim to offer work placements through various work-based learning programmes, increasing the opportunity for skills development through learning, recognising mentoring opportunities for our workforce. Finally, develop a 'University Support Programme' to provide mentoring opportunities in undertaking dissertations and research projects, recognising the talent of our workforce.

