

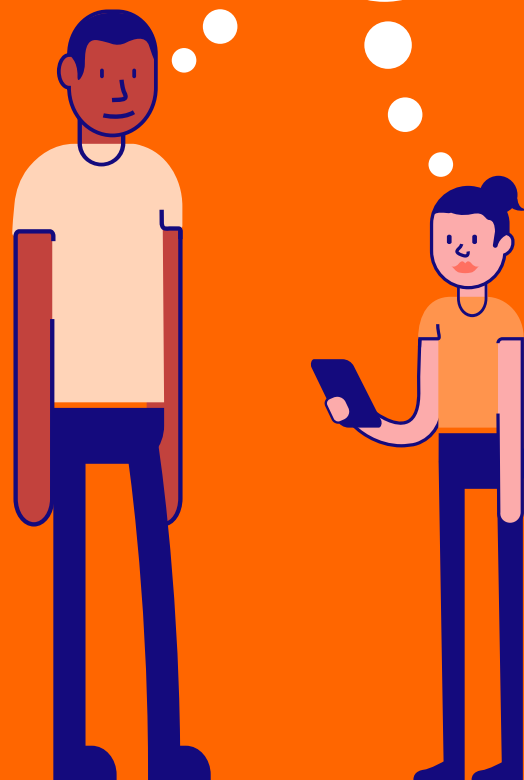
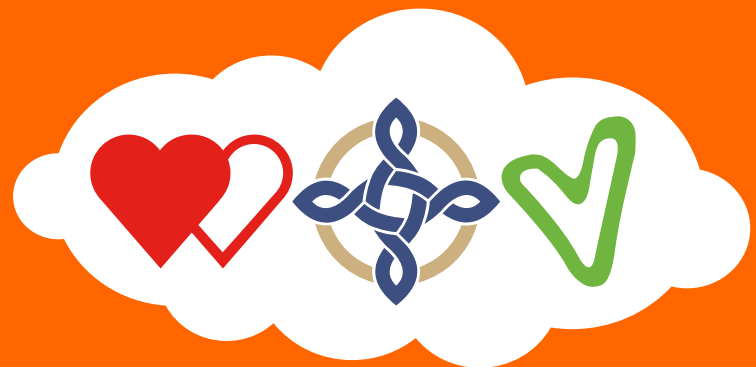


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NHS Trust

Velindre University NHS Trust

People Strategy: Being an Employer of Choice



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Foreword

A very warm welcome to the 'People Strategy', the people vision and strategy for Velindre University NHS Trust. We are very proud of the excellent care and services we provide to patients, donors, a wide range of partners and our track record of success.

We care deeply about the communities we serve and see clearly the difference that a talented, motivated and valued workforce makes to the quality, safety, experience and outcomes of the care and services that we provide.

We are keen to build upon our past as we look to the future, and our Trust strategy 'Destination 2033' sets out a clear direction for the organisation over the coming years as we seek to achieve our purpose and vision.

Our Purpose:

To Improve Lives

Our Vision:

Excellent Care,
Inspirational Learning,
Healthier People

We have identified five strategic goals which we will focus upon over the coming years. We believe that the delivery of these goals will see the Trust provide services to patients, donors and our partners that are comparable with best in the UK and Europe.

These are exciting times for the Trust and with a wide range of opportunities ahead of us. The importance of the talented staff in delivering safe, high quality services and our long-term goals cannot be overstated. This is set within the context of a workforce shortage in the NHS across the UK and global competition for talent.

This strategy sets out the workforce we require now and in the future, and how we will work with our staff and partners to attract, retain, value and reward people for what they do in work.

Strategic Goal 1:

Outstanding for quality,
safety and experience

Strategic Goal 2:

An internationally renowned
provider of exceptional clinical
services that always meet, and
routinely exceed, expectations

Strategic Goal 3:

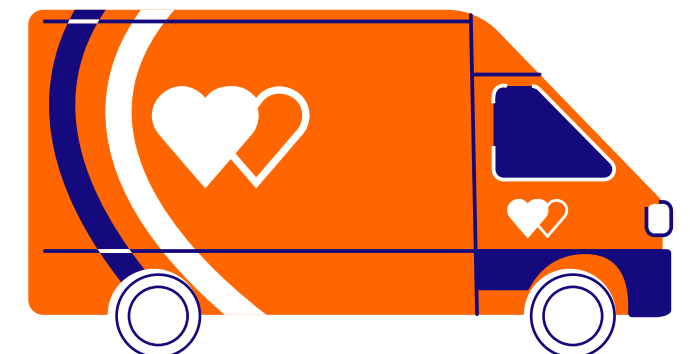
A beacon for research,
development and innovation
in our stated areas of priority

Strategic Goal 4:

An established University Trust
which provides highly valued
knowledge and learning for all

Strategic Goal 5:

A sustainable organisation that
plays its part in creating a better
future for people across the globe



Our People Strategy: Becoming an Employer of Choice

These are exciting times for Velindre University NHS Trust when we consider the opportunities ahead for blood and cancer services in Wales.

Our People Strategy describes how we will create the workforce we need to deliver our vision: “Excellent Care, Inspirational Learning, Healthier People”.

This document sets out our strategic priorities and the approach we will take to deliver them. The strategy builds on our successes and is supported by feedback from staff surveys. It will be grounded in our values: Be Accountable, Be Bold, Be Caring, Be Dynamic. We will ensure we are always aligned to our values.

Our people and the needs of our patients and donors are changing, and so is the way we deliver care. Shortages of clinical staff nationally, an older workforce, older population and changes to education pathways mean our people profile is evolving.

As a Trust we value our staff and recognise that they are all core to the success of our organisation.

Our overall aim is to develop our staff. We will do this by supporting their career pathways, as well as developing their leadership skills and knowledge needed to deliver the care our patients need both now, and in the future. This will support their well-being and encourage them to recognise and value their diversity as part of a bilingual culture.

The Strategy will build on a strong foundation as a good employer and is key to the delivery of our service and clinical plans.

Our Vision Is To Have:

Skilled and Developed People: an employer of choice for staff already employed by us, starting their career in the NHS or looking for a role that will fulfil their professional ambitions and meet their personal aspirations.

Planned and Sustained People: having the right people with the right values, behaviours, knowledge, skills and confidence to deliver evidence based care and support patient and donor wellbeing.

Healthy and Engaged People: of true inclusivity, fairness and equity across the workforce. A workforce that is reflective of the Welsh population’s diversity, Welsh language and cultural identity

The People Strategy will ensure that our Trust is best placed to continue delivering world-class services for our donors, patients and carers. This will only be possible if we have the right workforce in the right place with the right skills, at the right time.

This People Strategy is the response to the Trust-wide strategy that has redefined our ambition for excellence by building on our strategic strengths and addressing our challenges. It is part of this Trust’s ambition to be outstanding for donors, patients, and carers, forward-thinking for staff and a partner in delivering healthcare across the region. Ensuring that our staff are looked after and developed will inform the core pillars of success for this strategy.

Our Journey So Far

Velindre is committed to being an employer of choice, offering an excellent working and development environment. Our staff are dedicated to providing outstanding care every time for our patients and donors, and recognise that the key quality and strategic objectives can only be achieved through a combination of well-led, engaged and efficient people. We strive to behave in line with our values, which we routinely review.

The Trust is dedicated to providing opportunities for staff to engage and develop. It strives to provide opportunities for staff to learn and has strong relationships with academia through the Trust Academic Board. There are a range of health and well-being initiatives that are available to staff across our sites as well as online health and well-being resources that can be accessed any time.

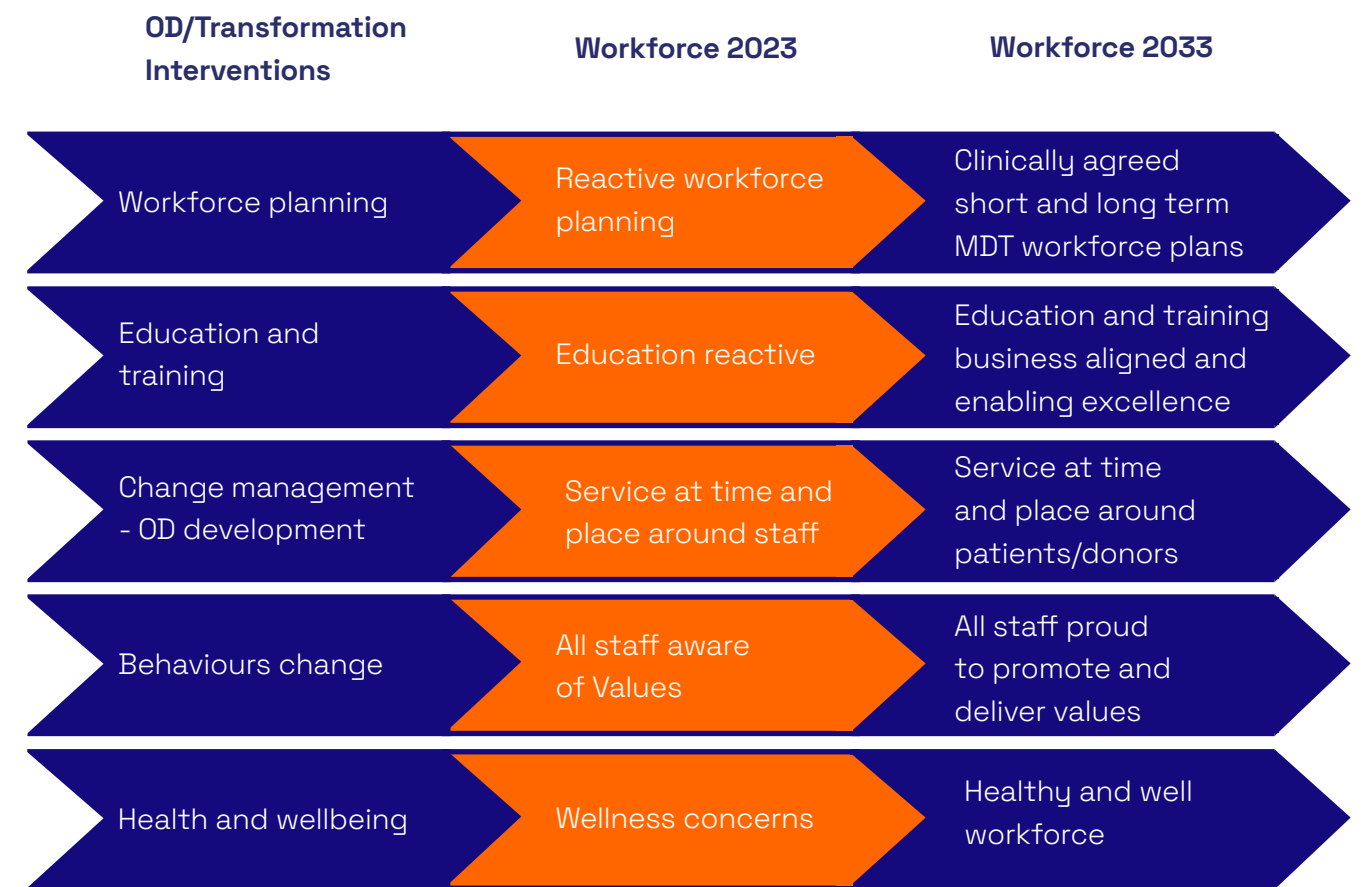
However, models of care and service delivery need to be constantly replaced and updated to support a changing NHS landscape and to meet the requirements of NHS Wales' service delivery strategy.

Velindre University NHS Trust is modernising in response to new healthcare options, the national Workforce Strategy, changing social expectations, changing expectations of patients and donors, rapid advances in technology and economic pressures.

Additionally, the expectations that people have of their working lives and career pathways are evolving. The development of our people is key to transformation.

The following graphic summarises some of the key elements of our workforce change over time. A healthy, skilled and planned workforce is an integral part of the transformation.

Workforce Change in Velindre



Our Workforce Response

We have developed a number of themes which will support us in attracting, developing and retaining a workforce fit-for-now and fit-for-the future.

People Priorities

Our strategic priorities reflect our organisational objectives for workforce and the focus of The Trust's Sustainability and Digital plans. Realising our priorities will ensure we achieve constantly well-led teams, staffed with the right people, maximising skills and learning, where individuals' wellbeing and identity is nurtured, enhancing our great care.



Well-being



Supply and Shape



Education and Learning



Leadership and Succession



Digital Ready Workforce



Attraction and Retention



Theme 1:

Well-being and Engagement

We will ensure our staff feel valued and supported.

Our objectives are to:

- Develop a Health and Well-being Framework across the Trust setting out clear and measurable standards to help drive improvement
- Provide an Engagement Strategy to ensure staff are informed and involved, issues are raised and resolved, staff are rewarded and engagement can be measured
- Deliver equality, diversity and inclusion plans and a Welsh language plan which will promote a culture of true inclusivity, fairness and equity across the workforce
- Ensure that our people are reflective of the Welsh population's diversity, Welsh language and cultural identity

We will:

- Demonstrate exemplar employment practices with a clear focus on equality, diversity and inclusion
- Support managers and staff to hold well-being and attendance conversations
- Provide effective work/life balance offers as we develop our agile and hybrid working arrangements
- Offer flexible career opportunities to meet changing needs

Theme 2:

Supply and Shape

We will have the right people with the right skills in the right place at the right time.

Our objective is to:

- Develop effective people plans which ensure that we have the right people with the right values, behaviours, knowledge, skills and confidence to deliver evidence-based care, and to support patient and donor well-being

We will:

- Align our Education Strategy to develop a talent management process that supports career pathways so staff have opportunities to grow professionally, as well as internal and external pathways which are visible to current and new staff
- Review our people plans to have the right skill mix of staff, maximising opportunities for new roles. This will include the implementation of delegation frameworks to support the development of Health Care Support Workers, and the further introduction of Advanced Practice and Physician Associate roles
- Maximise opportunities for all entry pathways including apprenticeship, graduate entry as well as supported recruitment to ensure inclusivity in our supply routes

- Further embed our workforce planning process and develop our workforce information to maximise the opportunities for new ways of working

Theme 3:

Skilled and Developed People

We will continually develop our staff to support them to achieve excellence in everything they do.

Our objectives are to:

- Develop a competent, capable and caring workforce
- Undertake a leading role with academic and national partners
- Provide high-quality technology-enabled learning environments
- Develop new training pathways

We will:

- Develop a capable workforce including:
 1. meaningful performance and development reviews that support, motivate and develop our staff
 2. assurance of safety through 85% compliance on statutory and mandatory Training
 3. a management and leadership development offer that is flexible and supports 'just for me, just in time' development

- Work with our service improvement and research colleagues to develop training and development pathways that respond to the changing models of service delivery, which ensures safe and high-quality care
- Work with academic and service leaders in innovation technology to develop excellent learning environments for our staff, building on the work already started with virtual learning environments
- Work through our Academic Board with partners to achieve an academic profile showcasing our work on innovation and research

Theme 4:

Leadership and Succession Planning

We will develop compassionate leaders and managers which sustain our future requirements.

Our objectives are to:

- Provide effective leadership development
- Promote a coaching culture at all levels to encourage compassionate leadership behaviour
- Establish a talent management process to spot and manage talent at all levels
- Embed team-based working to deliver high-quality outcomes

We will:

- Enhance the Trust's Inspire Leadership and Management Programme to continue its development of foundation and intermediate development programmes for leaders and managers, supporting individuals through a bespoke offer of learning to ensure the delivery of quality services
- Develop the talent management process to ensure it is systematic, equitable and inclusive across the Trust
- Work with senior leaders to create compassionate conditions in which all employees can thrive and work at their best

- Build on our partnerships in academia and with Health Education and Improvement Wales to ensure the best leadership and management offers are provided for staff including coaching, mentoring and provision of masterclasses

Theme 5:

Digital Ready People

We will create a workforce which has the skills, knowledge and curiosity to maximise the opportunities offered by digital services and technology.

Our objectives are to:

- Create new digital leadership roles at all levels of the organisation
- Provide education to support a culture where utilising digital tools becomes second nature
- Work with partners in academia to promote the digital vision of the Trust and attract talent

We will:

- Ensure our staff have the skills required to access high quality information to deliver high-quality and safe services
- Attract and deploy digital talent within the transformation teams to support service transformation
- Utilise digital platforms to provide access to well-being resources for staff
- Encourage self-directed learning for all by developing digital literacy and utilising publicly available resources



Theme 6:

Attracting and Retaining the Best Talent

We will seek to identify the best talent locally and across the globe to work in our organisation.

Our objectives are to:

- Supply and retain appropriately trained and skilled staff
- Develop realistic and sustainable workforce plans
- Be a workplace that staff would proudly recommend to their friends and family as a great place to work

We will:

- Create new approaches to recruitment marketing: targeting specific areas of shortage and using a range of communication channels to engage prospective staff
- Grow our Welsh speaking workforce by focussing on bilingual recruitment and developing the language skills of our staff
- Promote the Trust as a local employer of choice by working with our academic colleagues to provide pathways into employment at all levels, whilst also ensuring inclusivity at all levels too

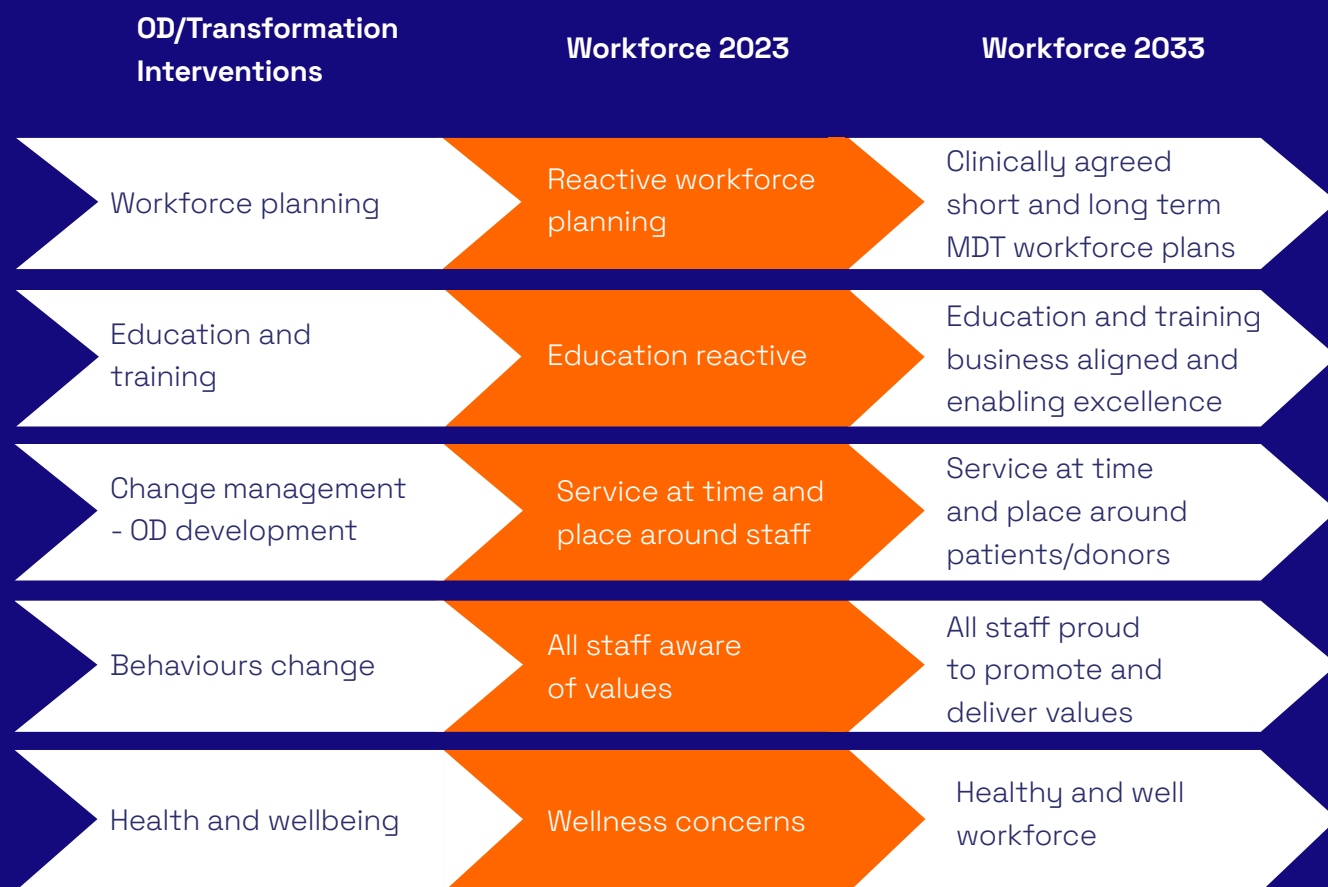
- Ensure our recruitment processes are agile by regularly assessing our time to hire
- Develop the well-being and engagement of all staff through listening, dialogue and involvement
- Recognise our staff for their achievements

Our Future People

Workforce 2033

With the successful implementation of the above themes, the Trust will enable the transition of its people across all key deliverable areas to create a Healthy and Engaged, Skilled and Developed, Planned and Sustained Workforce.

Workforce Change in Velindre



How will it feel for our people when we attract, retain, value and reward people in line with our People Strategy?

Ayesha's story: a nurse

Ayesha always wanted to be a nurse and did her nursing degree in Cardiff University straight from school. She worked in a number of placements across Cardiff and local GP and community settings during her training and knew she wanted to work somewhere that would allow her to make the biggest difference to patients.

In her second year of training she attended a seminar delivered by a Consultant Nurse from Velindre Cancer Service which introduced Ayesha to the multi-professional approach taken to deliver care to cancer patients and the role that the Systemic Anti-Cancer Nurses played in the patients treatment journey. She took up the offer of a visit to Velindre Cancer Centre to attend one of their open days and whilst there she talked to patients and staff about the way that cancer services were delivered.

Following the open day Ayesha joined the Velindre 'Keeping in Touch' Programme which allowed student and newly registered nurses to maintain contact with the Cancer Service as they gained their first experiences of working in the NHS. Through that programme, Ayesha had a mentor and she attended awareness sessions in the Satellite Centre at Nevill Hall and Prince Charles Hospitals.

Ayesha worked as a Band 5 nurse on a general medical ward in the University Hospital of Wales for the first two years following her registration but because of her ongoing involvement with Velindre she was given the opportunity to work some shifts in the acute oncology unit, supporting the cancer teams treating the most acutely unwell patients.

That experience convinced Ayesha that she wanted a career in cancer care, she talked to her mentor at Velindre about what her options might be for her future career. She was very keen that her career would also support her desire to have a family and allow her to practice her religion in a way that was supportive and in line with her values. When she saw the package of wellbeing and family support offered by Velindre she was convinced it was the right place to work. This was further reinforced when she was given the opportunity to meet some members of the Trusts Black, Asian and Minority Ethnic Network and hear about their experiences of working there.

When Ayesha applied for a job with the Trust she was pleased to see that the application form was easy to

fill in and that she could be interviewed within a week of submitting it. She was nervous about attending the interview but the staff there put her at her ease and the questions were all based on the values of the Trust and how she worked within those values. She was thrilled to be offered a role in the Systemic Anti-Cancer Treatment Team and was given a start date for six weeks later.

In the lead up to her starting her job she received a message every week from her new team with details of work they were involved with and what her role would involve. She also went along to a staff night out to meet everyone which put her mind at ease about fitting in when she did start.

On her first day Ayesha received her welcome pack with her contract, wellbeing support package and details of the staff networks she could join. She then attended her induction and met the Chief Executive of the Trust and members of the Cancer Service Senior Management Team. This helped her understand the wider view of the Trust and what it did. She was really glad to see a representative there from her Union where she was able to talk to them about how they worked with Velindre to make sure staff were involved throughout the organisation.

In the first few months of being in the Trust, although Ayesha was busy with her training, she was given time to attend staff network meetings and saw how they were involved in decisions being made by the Cancer Service. She also heard about the difficulties one member of staff had when they were racially abused by a member of the public and saw how that was dealt with by clear and effective action by the manager in that area of the service.

Ayesha had agreed clear objectives for her first year with her manager and also saw how those fit within the objectives of the whole team, she knew what part she was playing in the success of her service. She could also see the difference they were making to the lives of patients every day. Every month she completed the staff survey asking her for her opinion on a range of things about her she felt about working in the Trust and she saw the difference some of her suggestions made when things were improved.

Ayesha is excited about her future and saw lots of opportunity to achieve her ambitions both personally and through her work as a nurse at Velindre.

How will it feel for our people when we attract, retain, value and reward people in line with our People Strategy?

Simon's story

Following a member of his family receiving a blood transfusion, Simon decided to become a regular blood donor, to give back to the service that had such a positive impact on his family. Simon had previously completed an NVQ Level 3 in Health and had worked in the NHS as a Healthcare Assistant for two years.

One day, after donating blood and talking to the staff on the donation clinic, Simon decided he wanted to have a career at the Welsh Blood Service (WBS) and explored the opportunity to become a Clinic Collection Assistant (CCA).

Simon was aware of NHS job vacancies on the TRAC system and already followed WBS on social media, so he looked on the website to see if there were any suitable vacancies. Simon spotted a CCA vacancy and decided to apply, using the candidate-friendly application form. He was impressed that the TRAC system kept him notified at every stage of the process and he was very excited when he was invited for interview.

Simon was impressed of the robust nature of the interview as it gave him an opportunity to meet potential colleagues, gain further insight into the role and clinical skill requirements. He felt the interview went well and was pleased at the informal approach that was taken and the offer of any adjustments he required for interview. Simon found out very quickly that he had been successful at interview. He felt his personal values aligned very well with Velindre University NHS Trust values, and he was excited to accept the role.

Simon started at WBS about 6 weeks after his interview. On joining WBS, he was given a robust induction training programme, to ensure he

developed the clinical knowledge and skills required to safely and competently undertake the role. In addition, Simon was also provided details on the support available for staff wellbeing.

Simon continued to work as a CCA for two years, enabling him to further develop his clinical skills, knowledge and expertise. During a PADR, Simon expressed a wish to further develop to become a Registered Nurse and asked if he could be considered to undertake his Registered Nurse training supported by WBS, utilising the 'flexible route to nursing' pathway. Simon's manager was aware of this pathway and the Trust's policy to 'grow our own talent' and develop our staff and fully supported Simon's request. Simon and his manager reviewed the pathway and progressed the application.

Following his three year Nursing Studies, Simon successfully achieved the BSc (Hons) in Nursing Studies and was able to then practice as a Registered Nurse and gained a role as a Band 5 Collections Nurse. Simon was fully supported with his professional transition from student to registrant through a structured six month preceptorship programme, to develop Simon's confidence as an independent professional, and to refine his skills, values and behaviours, through the provision of expert support, and learning from best practice enabling Simon to provide individual-centred care confidently and effectively.

Now Simon has consolidated his knowledge, skills and competence as a band 5 RN, he is continuing his professional development to continue his career progression at the WBS.

Measuring Our Success

The Trust is committed to demonstrating leadership in sustainability and this comprehensive plan represents a route map for it to deliver significant improvements, with the help of its staff, key partners and other stakeholders.

People Well-being and Engagement

- Positive feedback from staff regarding wellbeing support
- % of staff recommending the organisation as a good employer in staff survey
- % sickness absence
- % of formal staff grievance cases

People Supply and Shape

- Number of Apprenticeships and Graduate Programmes offered/filled
- HCSW Delegation Framework in place
- Diversity of the workforce
- Ethnicity
- Gender
- % Welsh Language learners
- % Welsh Language speakers

Leadership and Succession Planning

- % of managers completing the Inspire Programme

Skilled and Developed People

- % personal Development Reviews completed
- % statutory and Mandatory training completed
- New Training pathways in place

Digital Ready People

- Number of Digital Apprenticeships and Graduate trainees offered/filled

Employer of Choice – Attraction and Retention

- % turnover rate
- % staff recommending the organisation as an Employer of Choice to family and friends



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