



**OUR PEOPLE
STRATEGY
2018 - 2021**



Trust Purpose:

“To save lives and ensure everyone in our communities receives the right care, whenever and wherever they need it”

Trust Vision:

“To be trusted as the best urgent and emergency care provider, with the best people and partnerships, delivering the best outcomes for patients”



Trust Values:

One Team

Innovation

Resilience

Empowerment

Integrity

Compassion

Our Four Trust Objectives:

Safe and Sustainable:

Provide a safe, effective, caring and sustainable service for all patients

Best People:

Attract, develop and retain a highly skilled, engaged and diverse workforce

Care through Collaboration:

Provide the best possible integrated care, in collaboration with our system partners

Achieving Excellence:

Transform our services to exceed national performance and quality measures

Our People Strategy has five strategic aims.....



***Culture
and
Leadership***

***Recruitment,
Retention &
Resourcing***

***Employee
“Voice”***

***Health
and
Wellbeing***

***Education,
and Learning***

Culture and Leadership

Aim:

“Through effective leadership develop a positive and inclusive culture”



We will:

- Implement and embed our behavioural framework into our processes and procedures
- Foster a culture so our staff feel proud to work for YAS
- Create a “hear and listen” environment and remove a culture of command and control
- We will celebrate and support difference in our workforce
- Grow and develop YAS leaders at all levels for now and the future so they can effectively lead and engage staff
- Embrace and promote diversity so that we are a Trust that is inclusive and representative of the communities we serve
- Recognise and celebrate the contribution and added value that our staff make
- Embed continuous improvement into our people systems and processes
- Break down silo working to enable a joined up approach to support “one-team thinking”

Success looks like:

- Staff recommend YAS as a place to work and be treated
- Good leadership is felt at all levels
- Our values and behaviours are evident in all we do
- We have a diverse workforce representative of the communities we serve
- Continuous improvement is part of the way we work
- Teams work together to improve staff and patient experience

Recruitment, Retention & Resourcing

Aim:

***“Attract and retain the right people, to
do the right things at the right time”***



We will:

- Develop and implement an integrated workforce model for clinical and non-clinical roles to support the delivery of national, regional and local health care objectives
- Develop “joined up” approaches to recruitment and training for our core services: A&E, EOC, PTS and 111
- Identify innovative recruitment and retention solutions to make roles more attractive especially hard to fill and specialist roles
- Be creative in our approach to employment in order to attract and retain staff who are looking for flexibility to meet their work/life balance
- Develop effective and efficient resourcing plans to ensure that we utilise our staff where and when they are needed most
- Work with our staff and communities to develop YAS as an employer of choice and great place to work
- Embed Values Based Recruitment to ensure that we attract, recruit and retain people who display the right behaviours, values and attitudes
- Respond to the differing needs of our workforce during their career journeys by developing innovative, agile and flexible working practices

Success looks like:

- Our workforce models meet the needs of patients and align with the wider health care system
- Consistent and fair recruitment practices across all the Trust
- We have an efficient and effective workforce
- Our staff are happy at work and display the right behaviours
- Values based recruitment is embedded and evidenced
- Staff recommend YAS as a place to work and be treated
- We attract a diverse workforce
- We are a Trust known to recruit and retain the right people with the right attitudes and behaviours

Employee “Voice”

Aim:

“Listen, engage and respond to our staff to make them feel truly valued”



We will:

- Actively engage with our staff so that they feel valued, involved and part of “one team”
- Listen and respond positively to the annual staff survey and quarterly surveys to improve staff experience
- We will develop, introduce, and implement innovative ways in which to communicate with all of our staff at all levels whether front line, remote or support
- We will ensure that staff are aware of how best to share their ideas, communicate and engage
- Ensure that we have open, transparent and positive channels in which staff can raise concerns
- Find ways to reward, praise and celebrate staff at all levels for the contribution that they make to the Trust, patients and other staff
- Develop a “staff engagement plan” with the help of our staff so that we have clear direction of travel

Success looks like:

- Staff feel valued and happy at work
- Staff willing and regularly offer feedback which is acted on
- Staff know how to access information and how to contribute to Trust issues
- We have a range of different communication methods for a range of staff
- We have an open and transparent culture of raising concerns
- Staff are celebrated and rewarded for the work that they do



Health and Wellbeing

Aim:

“Create a healthy working environment to enable staff to perform to their best”



We will:

- Strive to be an Ambulance Trust known nationally for its commitment & investment in improving the health and wellbeing of its staff
- Understand the health and wellbeing needs of our workforce now and in the future so that we can develop long term plans and initiatives to support them
- Look at the root causes of sickness absence to enable staff to attend and retain good attendance levels
- Promote our health and wellbeing offer to all staff so they are aware of what is available to them
- Engage with managers and leaders to raise the profile of the overall Health & Wellbeing agenda
- Ensure that our health and wellbeing agenda for health minds, health bodies health lifestyles is truly embedded across YAS with a focus on remote areas
- Support national campaigns that support the health and wellbeing of our staff
- Raise awareness of mental health across the Trust and take positive steps to address identified issues

Success looks like:

- YAS is nationally recognised for its work on Health and Wellbeing
- Health and Wellbeing initiatives are known to leaders and staff
- Staff believe that the Trust is committed to their Health and Wellbeing
- We have a committed and happy workforce

Education and Learning

Aim:

“Ensure our staff have the right skills, competencies, attitudes and behaviours”



We will:


- Implement and embed a Talent Development model that focusses on employee development: leadership development, talent pipeline and succession planning
- Create an environment that supports, embraces and develops apprenticeships to develop our future workforce
- Continual develop and implement educational and learning solutions through internal delivery and external partnerships
- Ensure that our staff receive the learning, development and training that is needed to undertake their role to provide the best possible service to staff and patients
- Develop YAS as a centre of excellence for training provision
- Develop and implement education and learning that supports the implementation of key national developments
- Grow and develop our existing workforce to become our workforce for the future
- Ensure that our training model is efficient and effective
- Create a learning and knowledge sharing environment so we continue to develop best practice

Success looks like:

- Talent pipeline in place evidenced via quality internal applications and appointments
- We have a fully developed and embedded apprenticeship model
- All staff have the right training in order to do their job effectively and meet the needs to patients
- We have a training model that is efficient and effective meeting the needs to staff to deliver best patient care




ENABLING PRINCIPLES




Partnership Working internally and externally across the sector and wider health system



Collaborative and joined up working across the Trust



Excellence in HR and OD Service Delivery



Embracing Diversity and Inclusion

Our Key Performance Indicators



Culture and Leadership

- Staff survey response rate improves
- Staff survey engagement score and overall results improve
- Leadership is visible and is recognised by staff
- A workforce profile that better reflects the communities we service
- Reduction in complaints relating to staff / leaders behaviour/attitudes
- Staff recommend YAS as a place to work
- Increase in quality and quantity of FFT
- Increase in our overall performance targets in line with national requirements

Recruitment, Retention and Resourcing

- Trust performance exceeds national performance
- Vacancy rate is less than XX
- Overtime costs are reduced
- We recruit first time with the right candidate
- Candidates have a good recruitment experience
- We reduce retention in key roles
- Locum reliance and spend reduces
- Values based recruitment is embedded and evidenced
- Staff recommend YAS as a place to work
- Improvement in our staff survey engagement score and overall results

Employee Voice

- Staff survey response rate improves
- Staff survey engagement score and overall results improves
- FFT scores improves
- Freedom to speak up – issues are raised at dealt with
- Communication is improved and is recognised by staff

Health & Wellbeing

- Reduction in sickness absence both long and short term
- Health and Wellbeing scores in staff survey improve
- Increased utilisation in our Employee Assistance Programme (EAP)
- Flu Vaccinations at 75%
- Obtain CQUINN funding for Health and Wellbeing initiatives
- We perform the same or higher than other Ambulance Trusts
- We are recognised nationally for our work on Health and Wellbeing

Education & Learning

- Meet our Statutory and Mandatory Training compliance targets
- Talent pipeline in place evidenced via quality internal applications and appointments
- Full apprenticeship levy is recovered
- Quality and quantity rate for appraisals improve
- Evidence of improvement from our continuous improvement programme
- Training costs are efficient and in line with other Trusts

STRATEGY IN ACTION!!!!



PEOPLE STRATEGY –

YEAR 1 IMPLEMENTATION PLAN - 1ST APRIL 2018 – 31ST MARCH 2019

AIM: “CULTURE AND LEADERSHIP: Through effective leadership develop a positive and inclusive culture”

Annual Strategic Objective	Specific Actions and annual KPI	Six Monthly Update October 2018 (this will include any changes in baseline data and measures of success)	RAG Red: off target/risks Amber: some risks/Nearing completion Green: On target/Completed
Implement and embed our behavioural framework into our processes and procedures	Set up a Living our Values Programme Board and identified workstreams	Programme Board is now established and 9 workstreams have been identified as follows:	On-track but need to ensure communicated to the Trust



AIM: HEALTH AND WELLBEING - “Create a healthy working environment to enable staff to perform to their best”

Annual Strategic Objective	Specific Actions and annual KPI	Six Monthly Update October 2018 (this will include any changes in baseline data and measures of success)	RAG Red: off target/risks Amber: some risks/Nearing completion Green: On target/Completed
Ensure that our health and wellbeing agenda for health minds, health bodies health lifestyles is truly embedded across YAS with a focus on remote areas	1.Design and implement a 12 month plan for Health and Wellbeing 2. Set up a Health and Wellbeing Steering Group	Health and Wellbeing Plan outlining actions for 12 months has been approved and approved by TEG, TMG and the Board Health and Wellbeing Steering Group has now been established	<div></div>
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AIM: EMPLOYEE VOICE - “Listen, engage and respond to our staff to make them feel truly valued”

Annual Strategic Objective	Specific Actions and annual KPI	Six Monthly Update October 2018 (this will include any changes in baseline data and measures of success)	RAG Red: off target/risks Amber: some risks/Nearing completion Green: On target/Completed
Actively engage with our staff so that they feel valued, involved and part of “one team”	1. Hold at least x5 engagement events with staff on topical issues 2. Ensure that Team Brief is cascaded ...		

