



Strategies to Improve Employee Experience, Wellbeing, and Workplace Cultures

Tuesday 1 Feb 2022

**The NHS Workforce Event 2022:
Recruitment, Retention and Wellbeing
Claus Madsen, AD of Education & OD, YAS**

YAS at a glance



5M people Yorkshire & Humberside
6,300 YAS staff (5,100 WTE) and **1,200 volunteers**

7% apprentices (Dec '21 data against 2.3% Government target)

Recruitment for 2022/23: >1,000 new staff in service lines alone (A&E Ops, PTS, 111, EOC/999)



Case Study Headlines



- **Employee Voice:** Engaging staff to understand how to improve the employee experience, wellbeing, and the workplace culture
- **Leadership Development** to improve employee experience – why we need compassionate, inclusive, and collaborative leaders
- **Culture and Leadership Network for Ambulance Services (CALNAS)** – sector collaboration to improve leadership at a national level
- **Talent Management and Career Development** to improve Employee Experience and Retention

Employee Voice

Engaging staff to understand how to improve the employee experience, wellbeing, and the workplace culture



We each have
a voice that
counts

NHS
Yorkshire
Ambulance Service
NHS Trust



Employee Voice
Network



Freedom to Speak
Up at YAS
Speak up, be heard



I am a YAS
Cultural
Ambassador



**SIMPLY DO
IDEAS**



Disability
Support Network

Staff Engagement

- New Values (Sept 2017) and “Living our Values” behavioural framework (Jan 2018)
- Embedding the values (e.g. VB Recruitment)
- Listening Events
- STARS Award (refreshed recognition scheme)
- YAS Cultural Ambassadors (YCA) – new role
- Employee Voice Network – since Oct 2019
- Mediation service
- Dignity & Respect policy
- Say Yes to Respect campaign
- Health and Wellbeing Group – incl. NED Wellbeing Guardian
- Diversity & Inclusion Steering Group w/2 NEDs
- Staff Equality Networks
- Refreshed Appraisal process
- Simply Do Ideas app
- Post-Incident Care and Support process
- Health and Wellbeing engagement: from “Grab a Cuppa” to decompression sessions
- Staff Engagement Plan (actions for the year)

SAY YES TO RESPECT

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Living our values by
challenging poor behaviour



Living our Values



we share a common goal: to be outstanding at what we do

we are collaborative and inclusive

we celebrate success together and support each other, especially through difficult times



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As colleagues we will all:

- ▶ Help people to feel valued, respected, trusted and appreciated
- ▶ Understand our role within YAS as part of the wider health and social care system
- ▶ Demonstrate an understanding of how our own behaviour has an impact on others
- ▶ Encourage and support team decisions and will reinforce positive messages
- ▶ Actively listen to each other and will provide constructive feedback
- ▶ Respect and share knowledge, skills and best practice with the team
- ▶ Support each other to achieve our goals and celebrate successes together

We will not:

- Provide feedback that is not constructive or criticise others publicly
- Disregard team goals, department/divisional objectives or Trust strategies
- Work in silos or think of ourselves before patients, colleagues or YAS
- Keep to ourselves useful knowledge or information that could be of benefit to others

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Living our Values



we are open and honest

we adhere to professional standards and are accountable to our communities and each other

we listen, learn and act on feedback

we respect each other's



we pioneer new ways of working

we are at the forefront in developing professional practices

we have a positive attitude and embrace challenges and opportunities



we always support each other's mental and physical wellbeing

we have the flexibility to adapt and evolve to keep moving forward for patients

we remain focused and professional in the most difficult of circumstances



we deliver care with empathy, respect and dignity

we are passionate about the care of patients and their carers

we treat everyone fairly, recognising the benefits of living in a diverse society

we listen to and support each other



we take responsibility for doing the right thing, at the right time for patients and colleagues

we are willing to go the extra mile

we continuously build our capabilities through training and development

Leadership Development

to improve employee experience
– why we need compassionate,
inclusive, and collaborative leaders



We are
compassionate
and **inclusive**

Leadership

- New “*One Team, Best Care*” Trust Strategy launched Oct 2018
- YAS People Strategy – one of 7 enabling strategies – launched Jan 2019
- “*One Team, Best Care*” strategy animation film – June 2019 <https://www.yas.nhs.uk/about-us/our-strategy/>
- Leadership in Action – (4 days) mandated programme for all people leaders (Aug 2018)
- Strategic Leadership Forum – top 50 leaders meet 3 x annually (pre-pandemic)
- Refreshed leadership development offer
- Annual Leadership Summit for up to 200 leaders
- Professional Behaviours workshops
- Say Yes to Respect campaign
- Some Leaders are Born Women – conference
- Team Leader programme (in A&E Ops)
- Bespoke leadership development interventions



**SOME
LEADERS
ARE BORN
WOMEN**

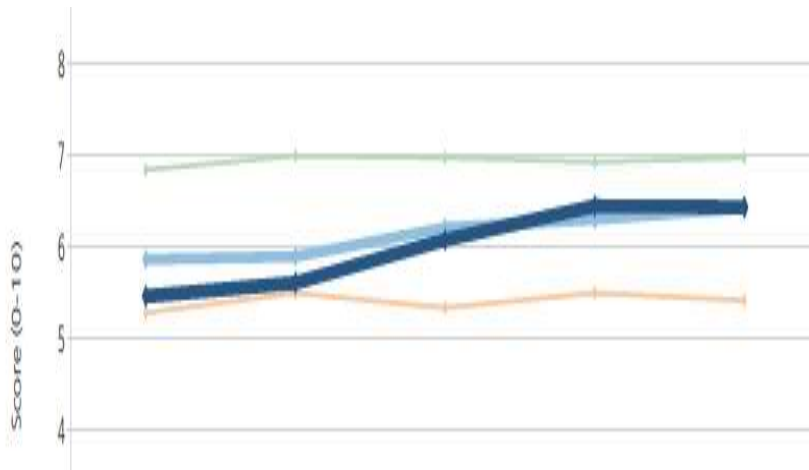


**ANNUAL
LEADERSHIP
SUMMIT**

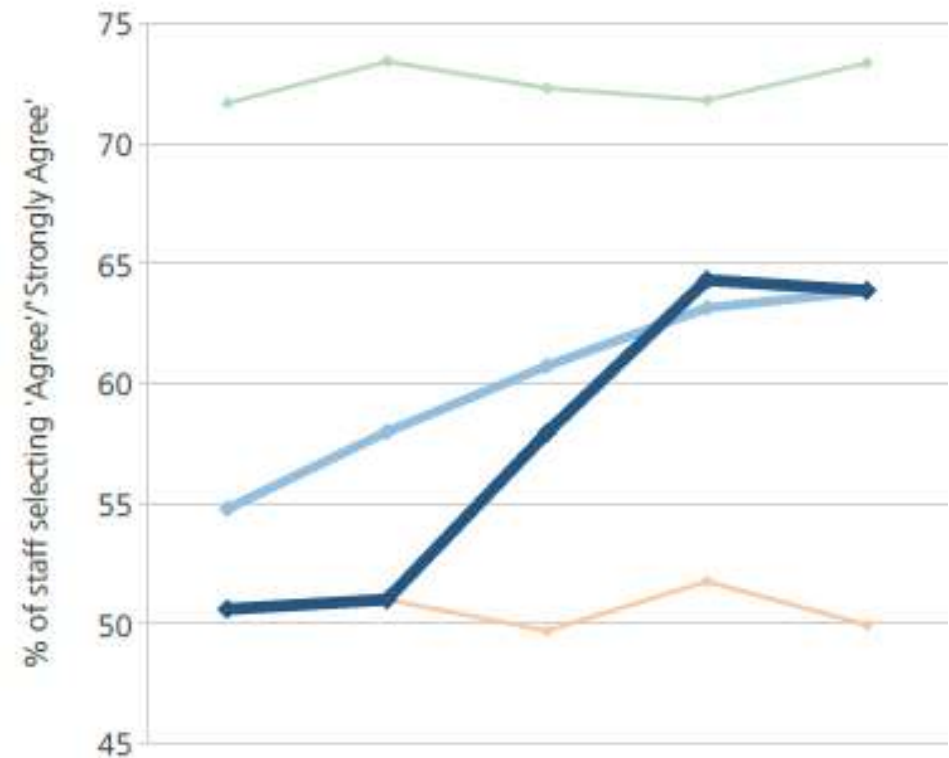
National NHS Staff Survey 2016 – 2020



Immediate Managers Staff Survey Theme score



Q8g
My immediate manager values my work



	2016	2017	2018	2019	2020
Best	71.7%	73.4%	72.3%	71.8%	73.4%
Your org	50.6%	51.0%	57.9%	64.3%	63.9%
Average	54.8%	58.0%	60.7%	63.2%	63.8%
Worst	50.6%	51.0%	49.7%	51.7%	49.9%



Culture and Leadership Network for Ambulance Services (CALNAS)



ASSOCIATION OF
AMBULANCE
CHIEF EXECUTIVES

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- A formal sector sub-group of the national Ambulance HRD group to enable collaboration on improving leadership and culture at a national level
- Scoped/developed during 2018 (with NHSE/I involvement)
- Launched in Feb 2019
- Members: All UK Ambulance Trusts: 10 English + SAS, WAS, NIAS
- OD network / sharing of experience, learning, ideas and best practice
- Joint working on UK wide priorities
 - Culture conference – January 2020 (NHSE/I funded)
[Ambulance Culture – We Can Build The Future - aace.org.uk](https://www.aace.org.uk)
 - Alignment of principles for Appraisals
 - Leadership Framework – ‘Leadership Pipeline’-inspired (in development)
 - Leadership Programme for first-time first-line leaders (in development)

Purpose of CALNAS



ASSOCIATION OF
AMBULANCE
CHIEF EXECUTIVES

The purpose of a national Culture and Leadership Network for Ambulance Services (CALNAS) is to ensure an aligned national approach to a positive change in culture and improvement in the effectiveness and impact of outstanding people leadership in the sector.

The ambulance culture needs to move from a *blame culture* with a lack of consistent accountable leadership (i.e. evidenced through low scores on leadership and engagement questions in the National Staff Survey) to a '*just culture*' that promotes learning, quality improvement, inclusivity and leadership that is compassionate, collaborative, engaging and empowering.

The CALNAS network will identify and enable mutual synergies, efficiencies, productivity and quality improvement gains through cross-fertilisation of ideas, shared learnings, collaboration on developing new concepts and co-procurement of external provision of leadership and organisational development



Talent Management and Career Development

to improve
Employee Experience
and Retention



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Talent Management & Career Development

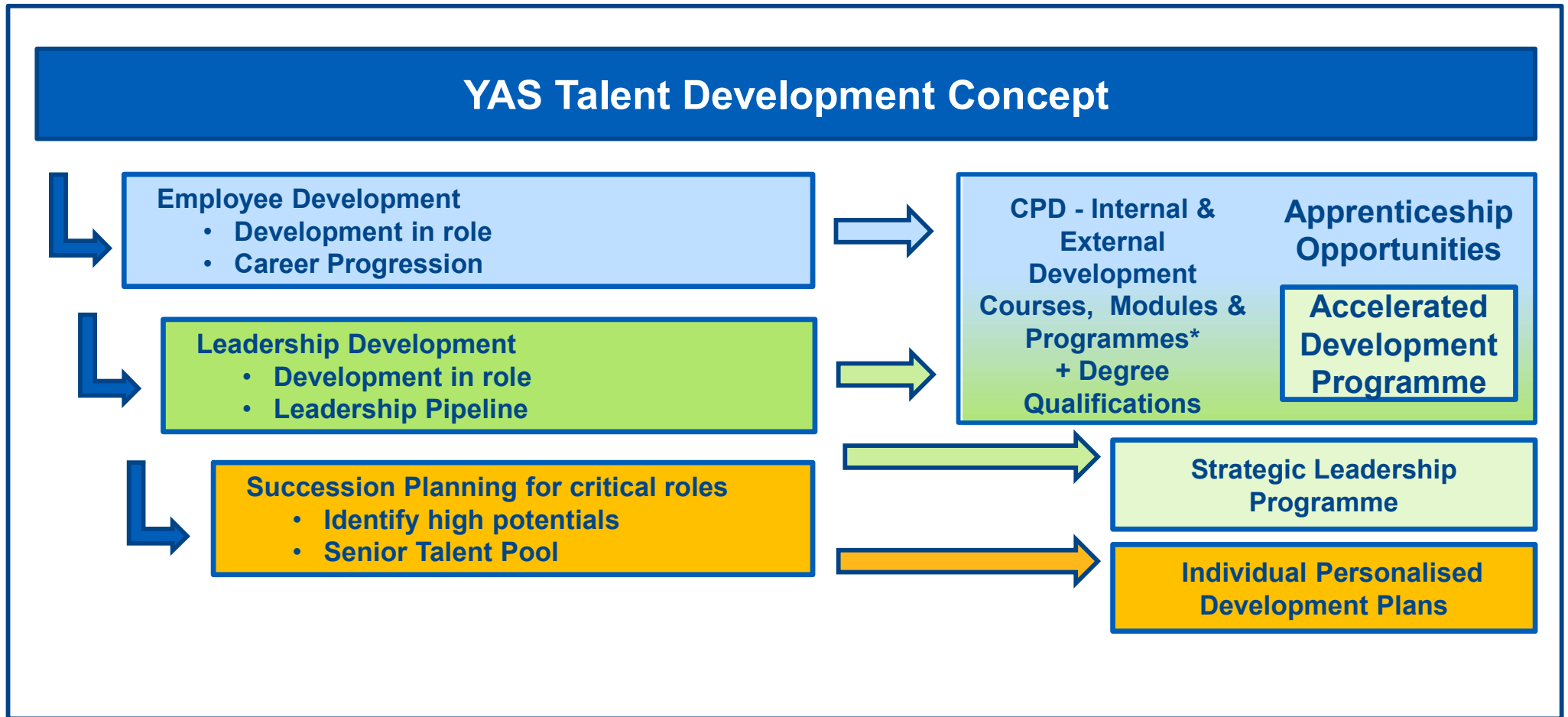
- YAS Talent Development concept approved at Board in 2018
- National Trailblazer group – developing relevant apprenticeships for frontline A&E Ops
- Trade Union partnership working
- Clinical Career Development project – phase 1 “ECA to Para” – “Grow our own Paramedics”
 - Phase 2: post-reg development
- Rotational pilots – system collaboration
- Pilot on Trainee Nurse Associates (“Grow our own Nurses” for Clinical Assessment Service)
- Contact handler career path (in development)
- New Appraisal process – including aspiration conversations and potential assessment
- Leadership Pipeline – including leadership talent potential assessment centres
- Accelerated Development Programmes (ADP) for leadership potentials
 - ADP Future Leaders (from July 2021)
 - ADP Developing Leaders (April 2022)



Watch or 4 min. explainer animation film:
“**How to become a Paramedic with YAS**” on
our website: <https://www.yas.nhs.uk/join-our-team/apprenticeships/clinical-apprenticeships/>



YAS Talent Development



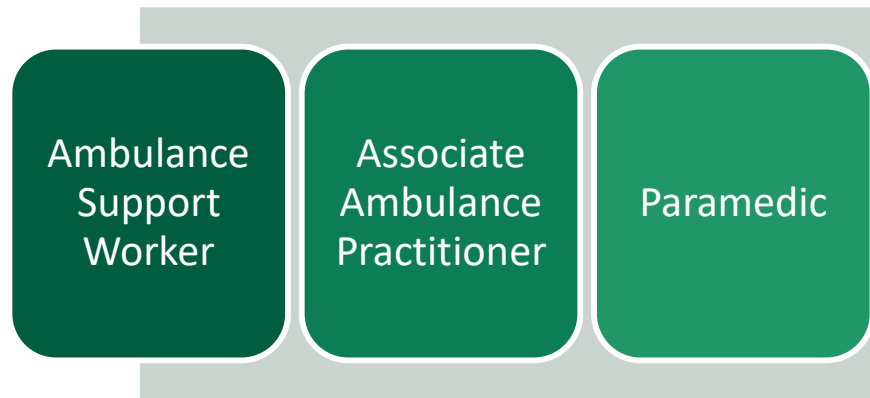
Equality Impact Assessment
 – all 9 characteristics considered

Decision Challenge
 – by manager’s manager and L&ODBP / HRBP

Individual Tailored Support
 – mentoring , coaching, development activities



2022/23 Training / Recruitment plans



Paramedic Development Pathway
“Grow our own”

Plan for 2022/23:

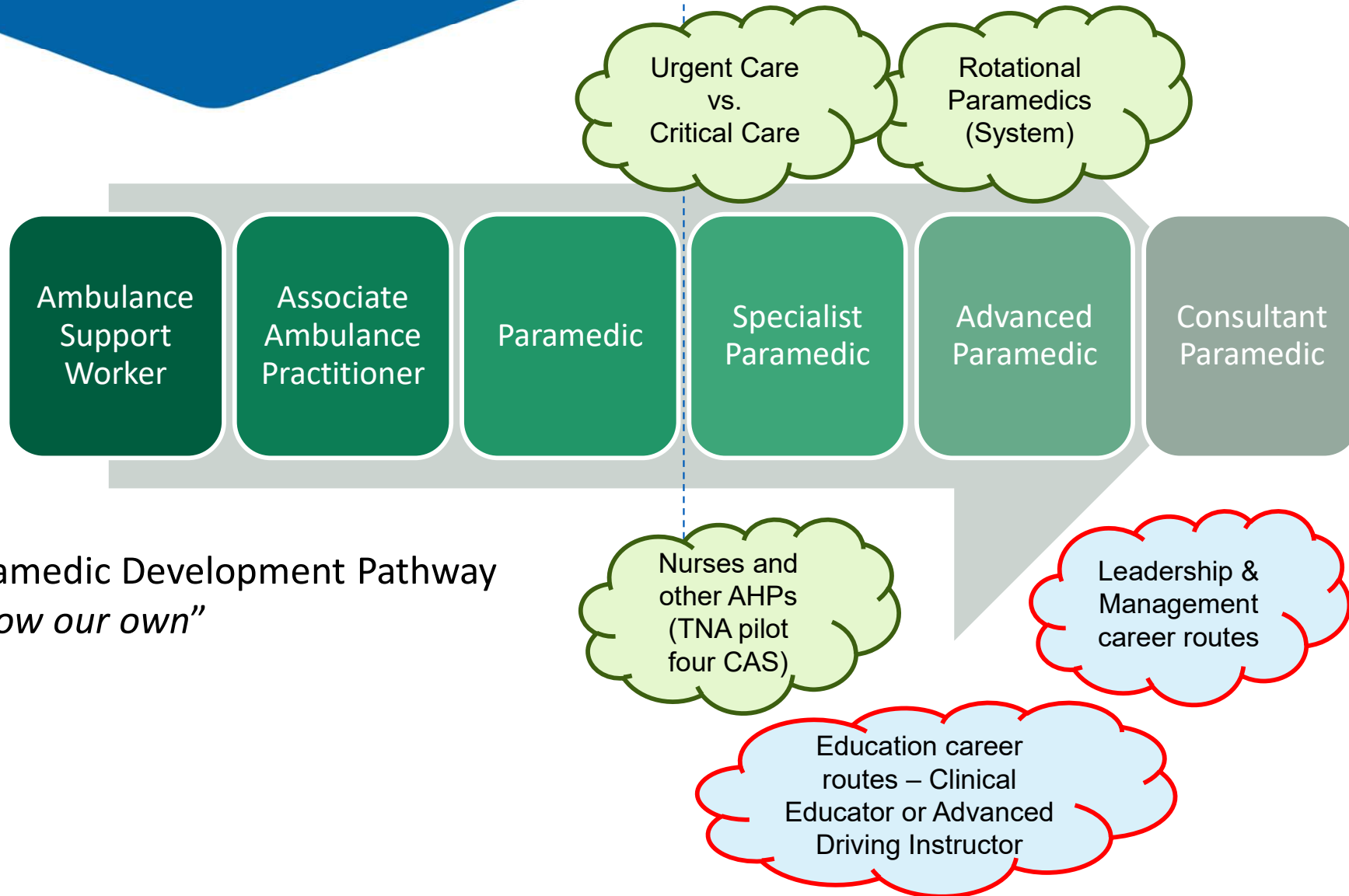
- + **264** ASW apprentices – Emergency Care Assistants (ECAs); (new recruits)
- + **144** AAP apprentices (internal)
- + **40** AAP (Tech conversions; internal)
- + **100** Paramedic apprentices (with 96 moving to final year) (internal)
- + **204** Paramedics (new recruits)
- + **48** International Paramedics (new recruits)



Talent Management and Career Development



Post registration



Paramedic Development Pathway
"Grow our own"

Urgent Care
vs.
Critical Care

Rotational
Paramedics
(System)

Ambulance
Support
Worker

Associate
Ambulance
Practitioner

Paramedic

Specialist
Paramedic

Advanced
Paramedic

Consultant
Paramedic

Nurses and
other AHPs
(TNA pilot
four CAS)

Leadership &
Management
career routes

Education career
routes – Clinical
Educator or Advanced
Driving Instructor

NHS

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COMPASSION



ONE TEAM



INTEGRITY



OUR
VALUES

INNOVATION



EMPOWERMENT



RESILIENCE



Questions?