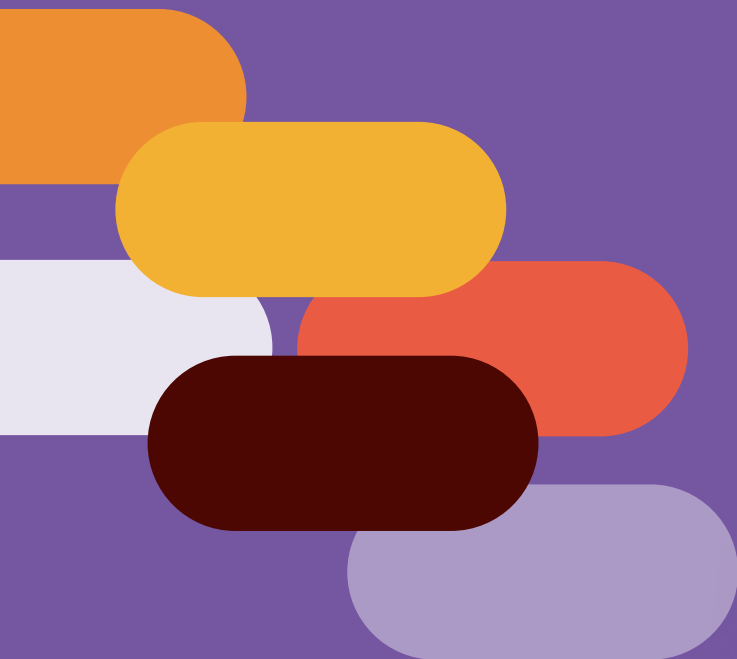


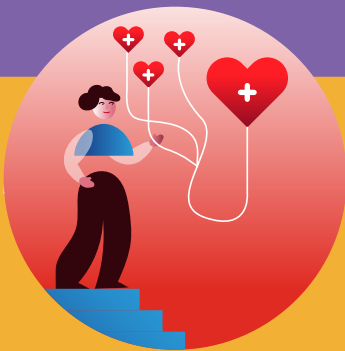
TRANSFORMING TOGETHER

PEOPLE : CULTURE : CONNECTIONS

PEOPLE & CULTURE
STATEMENT OF STRATEGY
2021 TO 2025



OUR VALUES



WE LOVE OUR
DONORS



WE IMPROVE PATIENTS
LIVES, TOGETHER



WE LEAD
BY EXAMPLE



WE STRIVE FOR
EXCELLENCE



WE ARE
THE IBTS

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Foreword



For more than a year our people have proved their capacity to respond positively to change by displaying adaptability, flexibility and agility during a significant period of uncertainty. It is vital that I take this opportunity to recognise and applaud everyone's efforts in keeping a safe and sustainable supply of blood

and tissue services to patients in Ireland during this period of unprecedented disruption. On behalf of ONEHR and myself I'd also like to also offer condolences to those who have suffered loss. It has been a challenging and sad time for many.

With renewed hope for a brighter future I am pleased to present our very first dedicated IBTS People and Culture strategy statement, **Transforming Together : People : Culture : Connections, 2021 to 2025** which is aligned to **Connections that Count. Transforming Together** represents a significant opportunity of growth for our people, our culture and our service over the coming years as we emerge and recover from the global pandemic.

To devise our ambitious plan we applied a co-creation approach, listening to our people and benchmarking our HR practices against emerging best practice in the marketplace. All of these inputs are fully reflected in the priorities we have attached to our strategy.

Our four strategic pillars are; enriching our culture; shaping our future workforce; putting safety and wellbeing first; improving people experiences and we are excited to work together with everyone in the IBTS to achieve our ambitions.

We will face challenges along the way. Embracing an openness to change will stretch us. However, we have demonstrated that by working together towards a common purpose we have the capacity to overcome obstacles in an inclusive, positive and collaborative way, ultimately creating better outcomes for our donors, our patients and our people.

Underpinning this plan are our values; we love our donors, we improve patient's lives, together; we strive for excellence, we lead by example; we are the IBTS. Guided by our values we will all be enabled to achieve transformation together.

I'd like to thank you for taking the time to read our statement of strategy **Transforming Together: People: Culture: Connections.**

A handwritten signature in black ink, appearing to read 'Idelle Hawkins', written over a horizontal line.

Idelle Hawkins
HR Director

External Context

Covid 19

This people and culture strategy comes at a time of significant change as the IBTS and society emerges and recovers from the global pandemic. Everyone in the IBTS worked tirelessly throughout the pandemic demonstrating their unwavering dedication and commitment to our donors, our patients and our service. The organisation and its people proved that we have the capacity to respond positively to change. Adaptability, flexibility and agility were displayed during a significant period of uncertainty.

It is vital that we maintain some of the lessons learned and practices that we have adopted throughout the pandemic that have enhanced our service and our people experiences.

Establishing new norms and creating the workforce of the future is a key priority of this strategy. The experiences gained during the pandemic have played a significant role in the development of our people and culture agenda.

Covid-19 Key Takeaways;

- **People First** – putting our people first by prioritising their safety, ensuring they were supported and felt connected was our top priority.

- **Leadership** – our formal and informal leader’s response to the pandemic cannot be underestimated. A continued investment in the formation of our leaders, increasing leadership visibility and transparent information sharing fostered trust in the response to the crisis.
- **Communication & Engagement** -there was a shift in how we listened, communicated and engaged with our people, people were vulnerable. Our language became more empathetic, communication became less formal and increased in frequency, while messaging delivery varied.
- **Information & Data** – given the phenomenal pace of change we were not always fully informed. The importance of accessibility to information was realised as critical as ambiguous and complex data altered at speed.
- **Decision Making** – the speed of decision making was unprecedented. People became more comfortable making decisions with little information as the situation evolved while distributed decision making supported quicker decisions and helped us successfully navigate our way through the pandemic.

- **Agility & the way forward** –everyone proved that we can be agile, flexible and responsive to change. Perfection became the enemy of good as we repeatedly iterated, adapted and evaluated our response to the pandemic.

Recognising the lessons that we learned along the way and sustaining our new ways of working will demonstrate our commitment to integrating enhanced practices, such as more flexible working, that will create value for everyone in the IBTS and our service.

We are now presented with a significant opportunity to simplify and optimise our people processes and re-engineer our people programmes by focusing on what really matters.

Internal Context – 'Connections that Count'

The Irish Blood Transfusion Service (IBTS) is a non-commercial state agency with responsibility for collecting, testing, processing of blood and blood related products to hospitals within the Republic of Ireland. The IBTS is also responsible for the Irish Unrelated Bone Marrow Registry and a number of critical functions in relation to tissue banking.

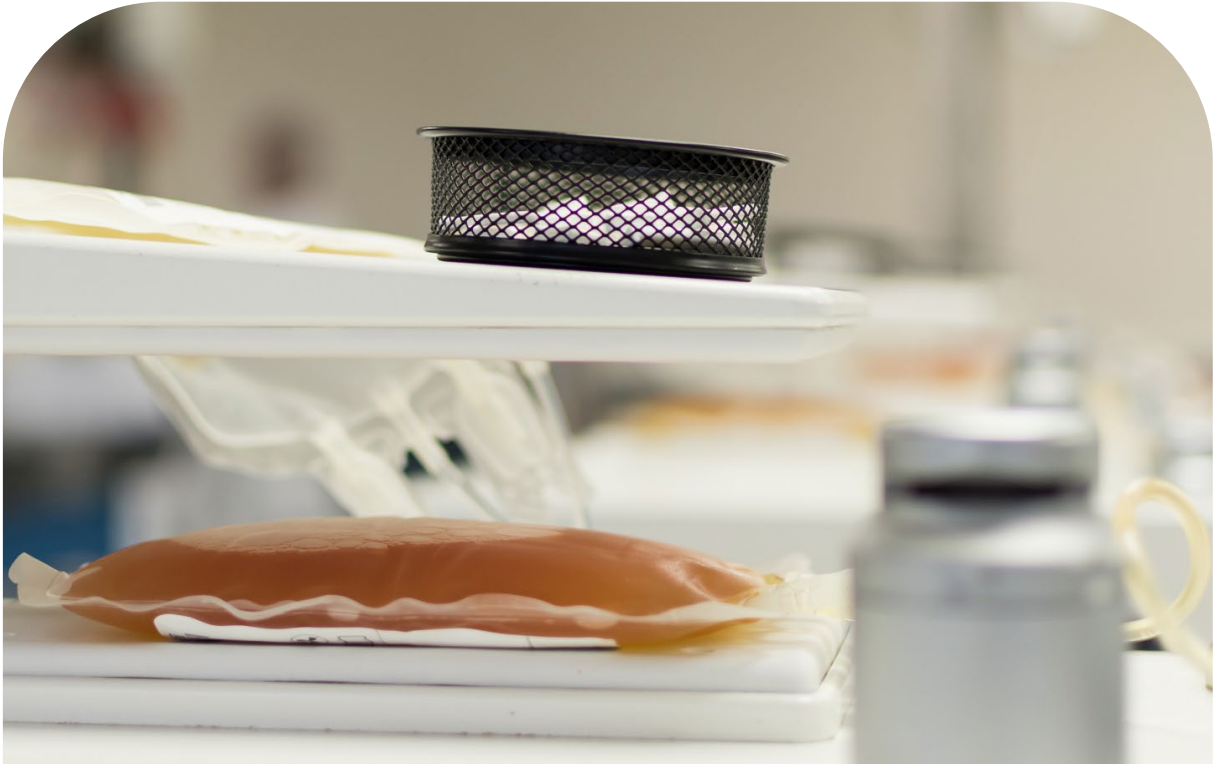
The organisation has developed a statement of strategy for the period 2021-2025 entitled **Connections that Count**. That strategy identifies three key pillars and four enablers that will support the IBTS to deliver an enhanced blood service that meets the needs of its people, its clients and its donors.





The IBTS recognises that people and culture is a key enabler for the strategy as reflected in the following ambition statement:

We want to be an open, agile and innovative environment where our people have what they need to think, create and succeed.



‘Connections that Count’ People and Culture Initiatives

The organisation has also identified the following key people and culture initiatives that will support realisation of this ambition;

- Develop and implement a people and culture strategy founded on the positive health, safety and wellbeing of our people
- Create and invest in the formation of current and future leaders including full implementation of LEAD, the IBTS Leadership Framework
- Develop our Leadership charter
- Review our organisational structure to align with the ambitions of our strategy
- Attract retain, recognise and reward through implementation of evidence based talent management framework
- Implement an Information and Communication Strategy and create a space for inclusive information sharing, collaboration and communication
- Establish an innovation team to ensure a coordinated and strategic approach to embedding innovation, and to enhance the alignment to OPS2020 (Our Public Sector 2020) wider innovation strategy

This people and culture strategy statement is the first step towards achieving strategic objectives that are fully aligned with **Connections that Count.**

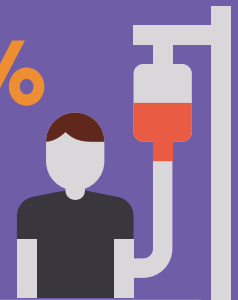
A Unique Place to Work – Demographics

JOB TITLE

7.3%	Admin Management
26.2%	Donor Attendants
14.0%	Nursing
22.5%	Medical Scientists, Senior Medical Scientists, Chief Medical Scientists
16.1%	Clerical Admin
1.4%	Medical Consultants
0.5%	Medical Doctors
5.9%	Lab Assistants, Med Lab Aides, Production Operators
2.4%	Domestics, Inventory Control, Porters, Security Officers
3.7%	Drivers

44.8%

OPERATIONS COLLECTIONS TEAMS



Nurses • Donor Attendants/Aph
Donor Attendants • Drivers • Donor Organisation • Nursing Admin • Donor Organisation • Nursing Admin



76%  24% 

LABORATORIES

14.0%

Testing Labs
Laboratory Admin
Laboratory Training



SHARED SERVICES

10.2%

Exec Admin
Facilities
Finance
Human Resources/
Library
IT
Stores

MEDICAL

4.2%

Medical Officers
Medical Consultants
Medical Admin



QUALITY

7.1%

QC • QA • Env
Monitoring •
Quality Admin

OPERATIONS OTHER

Production
Despatch **17.1%**

Drivers NBC
Donor Organisation NBC and Cork



LOCATIONS

Ardee • Carlow • National
Blood Centre, Dublin • D'Olier
Street • Stillorgan • Cork •
Limerick • Ardee • Tuam



Vision

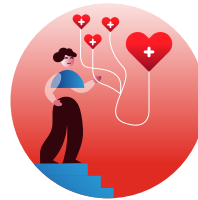
To nurture an inclusive and healthy work environment we can all be proud of by developing, valuing and empowering our people to be the best that they can be.

Mission

Our mission is to deliver high quality HR services which will attract, develop, reward and retain talent. We will partner with our colleagues to support the development of the IBTS by adding value, empowering our people, recognising the contributions they make and by providing a safe, healthy and inclusive environment for them to succeed.



Values



We love our donors, respect and care about the people we work with and help and empower them to succeed.



We work together to provide everyone in the IBTS with the behaviours, skills and knowledge to do their best work every day and improve patient's lives.



We put people at the centre of what we do by continuously improving and creating innovative and agile human resource solutions that add value to our service.



We do the right thing in an open and transparent way, owning our actions and delivering on our promises to provide an excellent suite of human resource services.



We recognise and appreciate the contributions our people make, inspiring a sense of pride in everything that we do.

Strategy Development Process

In early 2020 ONEHR began working together to develop a people and culture strategy that would enable realisation of the IBTS strategic ambitions. We used this opportunity to begin implementing our new cross functional HR operating model which we call ONEHR. As a first step we co-created our team charter which now represents our teams guiding principles and emphasises how we will work together to provide excellent people and culture services for the organisation. This was followed by focussing our efforts on building our cross functional partnership skills.

We experimented with an agile approach to strategy development and aligned our work with the development of the business strategy to ensure that our direction was consistent and supported the people and culture needs of our blood and tissue services. We worked together to map out a process to develop a people and culture strategy which would involve engaging with a range of people across the organisation to understand their changing needs as well as benchmarking our HR practices against emerging best practices in the marketplace.

Our service would not be where it is today without our people. Recognising and appreciating the contributions they make and hearing their views is very important to us.

By early 2021 we were ready to commence with our stakeholder engagement. This process involved having a number of small group workshops and conversations to help co-create our strategic direction. In addition to the workshops everyone was given the opportunity to have their say via an all staff survey.

During the co-creation phase our people highlighted their desire for more recognition, streamlined communications, a focus on diversity and inclusion and enhanced talent management practices including reducing time to hire and improving our on-boarding experiences.

These inputs are fully reflected in the priority attached to our recognition, communication, diversity and inclusion and talent management practices in this strategy. Our goal is that all of our people feel included, valued and connected and are empowered to actively support delivery of this strategy.



Strategy Development Roadmap





People and Culture Strategic Themes

This co-created people and culture strategy sets out an ambitious, bold and exciting plan for the IBTS over the coming years. It aims to build upon the strengths of our culture and our people by nurturing an inclusive and healthy work environment, a place where our people are proud to work. This will be achieved by developing our future skills, valuing and recognising the contributions our people make and by empowering them to be the best that they can be. Our structured strategic framework is centred on four key themes, underpinned by three high level goals for each theme. We will focus our efforts on outcomes and value creation ultimately transforming our people, our culture and our connections together.



Irish Blood
Transfusion Service
Seirbhís Fuilteástrúcháin Éireann



ADG

Our Ambitions

Enriching our Culture

We want to create an inclusive, agile and innovative culture where our people live our values and are recognised for their contribution to our organisational vision and mission. We want everybody to be proud of the IBTS as a national healthcare provider.

Shaping our Future Workforce

We want to shape our future workforce by investing in the formation of strong leaders and people managers, ensuring that all of our people have the skills and capabilities to be the best they can be. We want to guarantee that we have the talent we need to thrive.

Improving People Experiences

We want to respond in an agile way to our customers' needs ensuring everyone has a positive experience with us and is supported with what they need to think, create and succeed.

Putting Health and Safety First

We want to foster a healthy environment where safety and wellbeing is a priority and our people's contributions are valued and respected.



**Enriching
our Culture**

Our ambition

We want to create an inclusive, agile and innovative culture where our people live our values and are recognised for their contribution to our organisational vision and mission. We want everybody to be proud of the IBTS as a national healthcare provider.

Our Objectives

1. We will promote an inclusive culture and bring our values to life

to achieve this we will;

- Conduct a cultural audit
- Plan and implement the approved findings from our audit to enrich our culture
- Develop underpinning behaviours for our 5 values statements
- Implement our values roadmap -Build Awareness - Activate our Values - Live our Values
- Implement a comprehensive values based employee recognition programme
- Implement the Public Sector Equality and Human Rights Duty
- Evaluate our pride score annually

2. We will develop the foundations to become an innovative and agile organisation

To achieve this we will;

- Establish our IBTS Innovation Team
- Implement the PS2020 Innovation Framework

- Identify and develop a plan to establish the foundations for lean & agile ways of working in the IBTS
- Invest in the development and commence implementation of an organisation wide lean & agile programme of learning and work

3. We will improve collaboration, communication and transparency

To achieve this we will;

- Conduct a review of our organisations architecture and implement any agreed recommendations
- Establish an Information and Communication Strategy group
- Develop and implement an Information & Communication Strategy
- Develop information and communication methods and channels that are inclusive and accessible to all of our people
- Establish ways to engage with and listen to our people and commit to action
- Implement an Intranet
- Develop and implement a staff app to make information easily accessible

Some Key Differences you will see by 2025

We will have fostered an inclusive culture where we live by our values and our people are recognised for their contribution to our organisational vision and mission.

Our pride score over the lifetime of our strategy will have improved, demonstrating that our people are proud to work at the IBTS.

We will have developed ways to encourage and support innovation across the organisation.

We will have invested in the development of an agile and lean mind set and process development to support an agile culture

We will have created better ways to keep each other informed and communicated with in an inclusive way, enabled by technology and led by our I&C group.



**Shaping
our Future
Workforce**

Our ambition

We want to shape our future workforce by investing in the formation of strong leaders and people managers, ensuring that all of our people have the skills and capabilities to be the best they can be. We want to guarantee that we have the talent we need to thrive.

Our Objectives

1. Embed continuous learning

To achieve this we will;

- Complete a strategic performance, skills and capabilities needs analysis
- Complete our L&D framework maturity assessment
- Action key findings and implement initiatives from our analysis and assessment
- Continue to integrate blended learning methodologies
- Invest in and design mechanisms to evaluate individual, team and organisational effectiveness
- Integrate and align PD into operational activities
- Empower our people to give and receive real time feedback to support learning and growth

2. Implement our Talent Management Framework

To achieve this we will;

- Develop our employer brand

- Implement the initiatives and recommendations from our evidenced based Talent Management Framework research
- Continue to build and invest in succession planning capabilities, future proofing our internal bench strength
- Develop our strategic workforce planning capability and introduce a new workforce planning framework
- Introduce flexible, remote and blended working models aligned with the Public Sector

3. Invest in and nurture the growth of our people leaders and managers

To achieve this we will;

- Develop a bespoke IBTS Management Development Programme
- Develop and embed our Leadership Charter
- Achieve our LEAD mission and facilitate leaders to self-direct their individual learning needs
- Build our coaching capability and implement a Mentoring at Work programme

Some Key Differences you will see by 2025

We will be working differently and will have adopted a blended working approach providing flexibility in the way some of our work gets done.

Learning will be continuous and individualised, assessed and aligned with the PD process that everyone participates in

We will have developed a strong brand as an employer of choice

Our talent will have clear career pathways for development and managers will have the capabilities to identify and manage their talent

A strategic workforce plan will be in place for the lifetime of this strategy, ensuring we have the talent required to thrive

Our current and emerging leaders will be accountable, feel supported, confident and enabled to lead through participation in LEAD, our bespoke management development programme and through self directed learning opportunities



**Improving
People
Experiences**

Our ambition

We want to respond in an agile way to our customers' needs ensuring everyone has a positive experience with us and is supported with what they need to think, create and succeed.

Our Objectives

1. Provide supportive technologies and data analytics

To do this we will;

- Implement HeLM our Learning Management System (LMS)
- Adopt accessible, appropriate, modern digital learning tools
- Implement COREHR optimisation programme of work
- Implement COREHR staff and manager portal
- Partner with IT, review ONEHR systems and seek out the latest supportive technologies
- Build internal technological capability
- Introduce evidence based decision making using data analytics

2. Co-create customer centric people experiences

What we will do to achieve this;

- Map employee journey milestones that matter and co-create human centric people experiences

Conduct applied research into the employee onboarding experience and implement applicable findings

- Conduct an annual employee experience survey and benchmark with our Public Sector connections
- Conduct regular pulse surveys responding to the findings in real time
- Partner with our unions and internal stakeholders to review our change management processes and capabilities to support agile transformation
- Partner with stakeholders to identify, experiment, iterate and deliver solution-focused, customer centric and frictionless HR services

3. Introduce agile HR

What we will do to achieve this;

- Develop and implement an Agile HR programme
- Invest in and build ONEHR agile mind-set, skills and capabilities
- Identify key business and people challenges, prioritise and initiate agile experiments

Some Key Differences you will see by 2025

We will have a Learning Management System that provides everyone with the skills and knowledge they need to think, create and succeed.

We will have implemented manager and employee self service technologies so that people have access to information as and when they need it.

We will have introduced iStart and co-created a positive and streamlined on-boarding experience for our new people

We will conduct annual engagement surveys responding and acting quickly to our people's needs

ONEHR will be operating in an agile way, partnering with the business to ensure we are adding and creating value for our service



**Putting
Health and
Safety First**

Our ambition

We want to foster a healthy environment where safety and wellbeing is a priority and our people's contributions are valued and respected.

Our Objectives

1. Create an environment where our people feel safe, valued and respected

What we will do to achieve this;

- Assess levels of our peoples psychological safety
- Research and develop a psychological safety awareness programme for everyone
- Implement and evaluate the success of our psychological safety awareness programme

2. Prioritise health, safety and wellbeing

What we will do to achieve this;

- Continue to build on the IBTS safety management system (SMS) to move towards a high level of maturity
- Monitor our health and safety performance metrics to guide decision making
- Implement Behaviour Based Safety to compliment the overall IBTS SMS
- Build on internal compliance, competency and engagement standards

- Build health and safety into organisational systems and processes e.g. job descriptions, PD, team meetings

3. Design and implement a health, safety and wellbeing strategy

What we will do to achieve this;

- Co-create a Public Sector Wellbeing Committee
- Undertake individual, team and organisational needs analysis to in our strategic direction and policy development and invest in implementation
- Use an evidenced based and rigorous approach to establish a health & wellbeing framework and programme of work
- Establish a health and wellness committee
- Introduce health and wellness champions
- Develop a team of Mental Health First Aiders across the organisation

Some Key Differences you will see by 2025

We will have implemented a psychological safety awareness programme and improved our ratings over the lifetime of this strategy

We will have achieved a high level of maturity in our Safety Management System where safety is prioritised and becomes part of all of our daily activities

Wellbeing initiatives will be led by the IBTS wellness committee and we will have dedicated Mental Health First Aiders in the organisation

Governance and Evaluation



ONEHR Operating Model

Our people and culture strategy is an organisational strategy with, oversight, governance and implementation guided by ONEHR.

Our ONEHR team includes the following four functions; Environmental Health, Safety & Wellbeing, Human Resources/ People Services, Learning and Organisational Development & the Library. We provide a variety of services for the organisation primarily in the fields of Transformation and Change Management, Talent and Performance Management, Diversity, Equality and Inclusion, Rewards and Recognition, Culture and Values, People and Customer Services, Internal Communications, Learning and Organisational Development, Safety, Health and Wellbeing and Library, Research and Education services.

Agile HR

Agile HR puts people at the heart of what ONEHR does. Our work in human resources becomes defined by the value that we create and deliver to everyone in the IBTS. Our question becomes ‘how can we help our people succeed in their work?’ We collaborate with our customers and stakeholders to co-create meaningful solutions that bring about value driven change, through a process of iteration, validation and continuous improvement.

We have commenced experimentation with an agile HR approach to our work through the establishment of networks of small teams built around the skills and capabilities requirements for any given initiative. Delivering our strategic portfolio of work will require us to regularly assess the services priorities, assess the people and culture landscape, offer insights and co-create solutions with our stakeholders, while maintaining business as usual (BAU).

Transforming our service approach model will support the successful delivery of our aligned people and culture strategy and the organisations strategic agenda by making sure we have the right skills, capabilities, structure and environment for the future of work.

AgileHR in Action

EMPLOYEE EXPERIENCE

ORGANISATION DESIGN

CULTURE

AGILE MINDSET



An Agile Roadmap for Delivery & Evaluation

Adopting a quarterly cycle of prioritisation ONEHR will measure our outputs and demonstrate evidence of our progress. Working with our key stakeholders we will focus on the top priorities each quarter, with a monthly interval to reflect, re-evaluate, celebrate and plan ahead for our next quarter.

As this people and culture strategy is aligned with **Connections that Count**, and as annual implementation plans are developed, key recommendations from the people and culture strategy will be measured in line with Strategy Implementation Group (SIG) requirements. KPI's and progress reports will be submitted to the IBTS Board on an agreed schedule per annum.

Critical Success Factors

As with any statement of strategy there are a number of factors that are critical to our success;

Culture

Our workplace culture is described as the universal values, beliefs and attitudes that characterise our service and guide our practices. It is demonstrated in the patterns of behaviour that are encouraged, discouraged and is tolerated by our people, our systems and processes over time.



We must make sure that we are embedding our core values and modelling the right behaviours and attitudes that will enable us to transform together. Furthermore, building a strong sense of shared purpose, making sure everyone knows exactly what is expected of them, while listening to and empowering our people to be the best they can be will contribute to our success.

Leadership

Strong leadership is the cornerstone of successful organisations. Leadership usually manifests itself within the hierarchy of a healthcare organisation however because of the complexity of the healthcare structure leadership needs to be enacted across the whole organisation and not just at the top. We must form strong leaders at all levels of our organisation, cultivate positive leadership behaviours and create a robust pipeline of future leaders to support the delivery of our current and future people and culture agenda.

Buy in

Gaining support and shared understanding for organisational initiatives is imperative to our success. We must ensure that our co-created strategy is shared with our people and implemented with an inclusive and value driven approach. Additionally, we must have the full support of the IBTS, demonstrate the case for change and strengthen our position as a trusted partner.

Resources

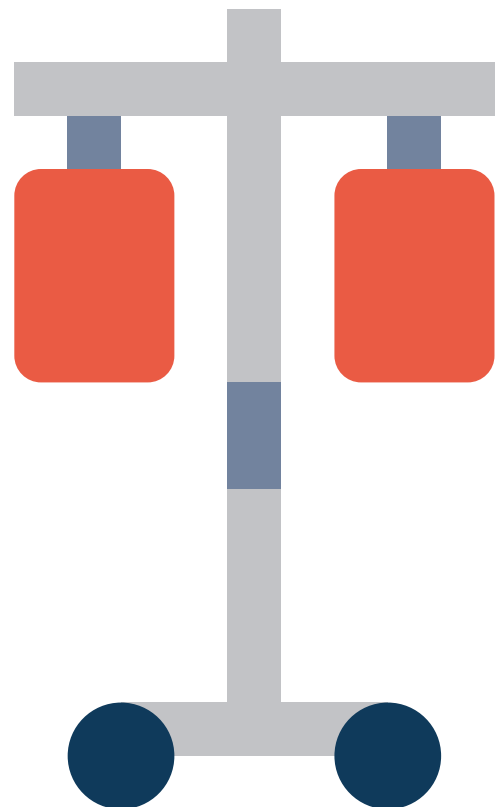
Emerging and recovering from the impact of Covid-19 will stretch and challenge us. We must focus our efforts on delivering value for our people, donors and our recipients against a backdrop of tighter public sector resource constraints. We must prioritise our investment in resources for organisational advancement aligned with our strategic needs.

Learning

A focus on learning attracts and creates an engaged and motivated workforce. It is also essential to know what our current and future knowledge and skill requirements for success are. We must continue to invest in and nurture a learning culture, embrace and share the lessons we learn along the way so that we can continue to transform.

Capability

Supporting the capability development at individual, team and organisational levels provides organisations with a strong value proposition and supports programmes of learning and transformation. We must invest in and build our agile and lean capabilities, so that we respond flexibly to change and are enabled to achieve our strategic objectives.





We love our donors

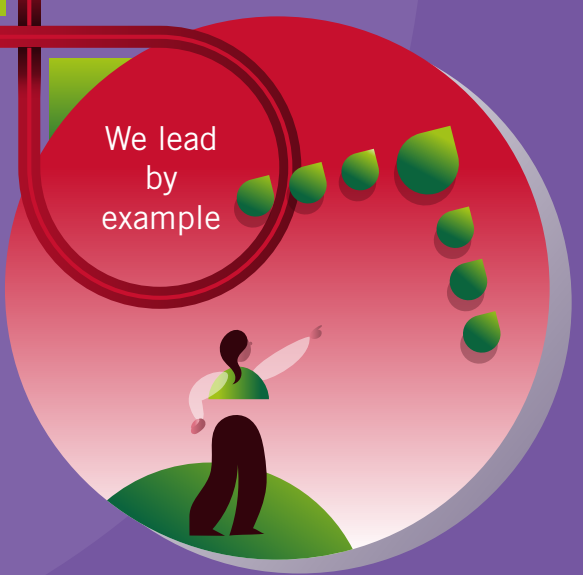


We improve patients lives, together

We Are The IBTS



We strive for excellence



We lead by example



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www.giveblood.ie
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