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Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Meeting Date	2 October, 2018		Agenda Item	5.1
Report Title	Final Vision & Strategic Objectives Framework			
Report Author	Alex Howells			
Report Sponsor	Alex Howells			
Presented by	Alex Howells			
Freedom of Information	Open			
Purpose of the Report	To consider and approve HEIW's Vision and Strategic Objectives for 2018-2021.			
Key Issues	<p>The Vision and Strategic Objectives (VSO) is a guide to enable HEIW to successfully implement its functions.</p> <p>The VSO have built on the background and context of discussion with staff, stakeholders and partners.</p> <p>The VSO may require further review to take into account additional requirements by the Welsh Government Remit Letter.</p>			
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance	Approval
				✓
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the attached vision and strategic objectives, subject to any additional requirements set out in the Remit Letter. 			

HEALTH EDUCATION AND IMPROVEMENT WALES

VISION AND STRATEGIC OBJECTIVES 2018 - 2021

PURPOSE:

1. This paper sets out the strategic vision and objectives for Health Education and Improvement Wales for 2018 - 2021 to guide its establishment and activities in its first years of operation.
2. These have been developed through discussion and engagement both inside and outside the new organisation with a range of staff, stakeholders and partners.

BACKGROUND:

3. The roots of how we develop the new organisation are founded in two independent reviews, and these have shaped the development of the vision and strategic objectives.
4. These reviews agreed the need for a single body for workforce planning, development and commissioning of education and training for the NHS in Wales, as part of the NHS in Wales. The aim was to underpin this with a single flexible funding stream to support an integrated approach across professional groups.
5. HEIW is being established as a Special Health Authority on 1 October. The purpose of HEIW is to integrate and grow expertise and capability in planning, developing, shaping and supporting the health workforce to ensure that we have the right staff with the right skills to deliver world class health and care to the people of Wales. To do this HEIW is being given the following range of functions:
 - Workforce planning
 - Workforce intelligence
 - Education Planning, Commissioning and Delivery
 - Quality management
 - Supporting regulation
 - Leadership development and succession planning
 - Careers and widening access
 - Workforce modernisation
6. Improvement is not a stand-alone function but is embedded in all of the above functions, and in the expectation that the effective deployment of these functions will lead to system improvement.

CONTEXT:

7. Whilst the background to the establishment of the organisation is important it is also essential to look forward and assess the influences and changes in the environment in which HEIW will be working in the short and longer term.
8. This environment is wider than the NHS. Key influences come from Prosperity for All, The Well Being of Future Generations Act and the Social Services and Well

Being Act. These must underpin and inform the strategic objectives of the new organisation.

9. From an NHS perspective, the recent publication of the Welsh Government's response to the Parliamentary Review of Health and Social Care (A Healthier Wales) provides a fantastic opportunity to dovetail the expectations of this plan with HEIW's strategic objectives. As the Board has noted previously there are many strategic implications for workforce models, workforce planning, leadership and education embedded within this review. In addition there is a clear emphasis on the importance of the Welsh Language Act.

10. As well as playing a key role as a system leader in this long term plan there are many pressing service delivery challenges that have critical workforce components associated with them which require immediate attention. These include access to both unscheduled care and planned care, cancer pathways and outcomes, infection control, and the fragility of current models in primary care. It is essential that these feature within the strategic objectives of HEIW to build confidence and credibility about the organisation as a trusted partner.

11. Finally, HEIW needs to influence and respond to developments in relation to education and regulation, in collaboration with academic partners, education providers, professional bodies and regulators. Many of these developments are UK wide and therefore a horizon that spans beyond Wales is essential.

VISION AND STRATEGIC OBJECTIVES:

12. Building on the background and context our stakeholder and staff discussions have developed a vision and strategic objectives for the new organisation. These are summarised at Appendix A.

13. It should be noted that they will need to be reviewed in the light of the remit letter from Welsh Government to ensure that they capture any additional requirements.

RECOMMENDATIONS:

The Board is asked to approve the attached vision and strategic objectives, subject to any additional requirements set out in the Remit Letter from Welsh Government.

HEALTH EDUCATION AND IMPROVEMENT WALES

VISION

“Transforming the workforce for a healthier Wales”

We will do this by working to the following **PEOPLE principles**

P	Planning ahead to predict and embrace changes and build a sustainable health and social care system.
E	Educating , training and developing staff to meet the needs of patients and citizens in line with prudent healthcare principles.
O	Offering opportunities for development to new and existing staff from all professional and occupational groups throughout career pathways.
P	Partnership working to increase value for our citizens, patients, learners and staff.
L	Leading the way, through continuous learning, improvement and innovation.
E	Exciting, Enthusing, Engaging, Enabling and Empowering staff across all professional and occupational groups.

STRATEGIC OBJECTIVES 2018 – 2021

As a new organisation establishing HEIW as a valued and trusted partner, an excellent employer and a reputable and expert brand.

Building a sustainable and flexible health and care workforce for the future.

With Social Care Wales shaping the workforce to deliver care closer to home and to better align service delivery.

Improving quality and safety by supporting NHS organisations find faster and more sustainable workforce solutions for priority service delivery challenges.

Improving opportunities for use of technology and digitalisation in the delivery of education and care.

Reinvigorating leadership development and succession planning across health and social care in partnership with Social Care Wales and Academi Wales.

Demonstrating value from investment in the workforce and the organisation.

Governance and Assurance				
Link to corporate objectives <i>(please ✓)</i>	As a new organisation establishing HEIW as a valued and trusted partner, an excellent employer and a reputable and expert brand	Building a sustainable and flexible health and care workforce for the future.	With Social Care Wales shaping the workforce to deliver care closer to home and to better align service delivery.	Improving quality and safety by supporting NHS organisations find faster and more sustainable workforce solutions for priority service delivery challenges.
	✓	✓	✓	✓
	Improving opportunities for use of technology and digitalisation in the delivery of education and care.	Reinvigorating leadership development and succession planning across health and social care in partnership with Social Care Wales and Academi Wales	Demonstrating value from investment in the workforce and the organisation.	
	✓	✓		
Quality, Safety and Patient Experience				
The VSO been drafted to enable HEIW to deliver its functions. Delivering its functions shall mean that HEIW is more likely to impact favourably on the safety and experience of patients and staff				
Financial Implications				
na – as relates to the core delivery of HEIW's functions.				
Legal Implications (including equality and diversity assessment)				
na				
Staffing Implications				
na				
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)				
na				
Report History	VSO has been subject to previous reviews by the Shadow Board.			
Appendices	na			