

February 2019



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

This is a monthly update for partners and stakeholders on progress with Health Education and Improvement Wales (HEIW) from its Chief Executive, Alex Howells.

Please help to spread the word about Health Education and Improvement Wales by circulating these bulletins to all staff.

This bulletin is focused on our first plan as a new organisation which was submitted to Welsh Government at the end of January.

This first plan is focused on 19/20, but we will move to a three-year Integrated Medium Term Plan (IMTP) in the next planning cycle.

The plan supports delivery of *A Healthier Wales* and HEIW's strategic objectives as outlined by the summary of key deliverables.

Strategic Objective 1:

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

<i>By the end of 2019/20 we will have...</i>	1A Developed and implemented an internal and external communication and engagement strategy.
	1B Developed and implemented a People and OD Strategy for the new integrated organisation.
	1C Established a comprehensive framework of policies, processes and systems for the new organisation including Welsh Language, well-being and diversity requirements.

Communication and engagement with partners and stakeholders outside the organisation will therefore continue to be a priority for us, and we look forward to building on the foundations we have put in place over the last 12 months.

Strategic Objective 2:

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

<i>By the end of 2019/20 we will have...</i>	2A Published a transformational workforce strategy for health and social care as per 'A Healthier Wales'.
	2B Developed and improved the education and training available to: <ul style="list-style-type: none"> i. Health professionals and healthcare staff. ii. Dental teams. iii. Doctors in training. iv. Pharmacists.

	2C Developed a single comprehensive framework encompassing advanced and consultant practice, extended skills and postgraduate career development
	2D Worked with partners to scope careers activity across health and opportunities to widen access.

The initial engagement phase of the development of the Workforce Strategy is now underway as reported in the last bulletin.

As a reminder, if you would like to contribute to this work as part of the engagement and / or consultation exercises please email: HEIW-comms@wales.nhs.uk.

We are also about to start a strategic review of health professional education to shape new contracts for undergraduate programmes that will be implemented from 20/21.

This will be an important vehicle to ensure that education and training are aligned with the future workforce strategy.

Strategic Objective 3:

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

By the end of 2019/20 we will have...	3A Implemented an increase in the number of GP training places offered in Wales.
	3B Developed a workforce plan for the new primary care model based on enhanced and extended multidisciplinary teams.
	3C Created a framework to expand education and training in primary and community care settings across all professional groups.
	3D Worked with Social Care Wales to address priority workforce requirements arising from Regional Partnership Board proposals.

Ensuring that we have the right workforce model for primary and community

services is a key priority for us, working closely with the Strategic Programme for Primary Care, and with Social Care Wales in supporting implementation of Transformation Fund proposals.

Some of the specific proposals will require additional investment and these are still subject to agreement with Welsh Government.

Strategic Objective 4:

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

<p>By the end of 2019/20 we will have...</p>	<p>4A Developed workforce solutions to support NHS organisations in improving care in a number of priority areas:</p> <ul style="list-style-type: none"> i. Unscheduled Care including urgent OOH Primary Care; ii. Cancer / Diagnostics; iii. Access (Eye Care); iv. Other national priority areas.
	<p>4B Reshaped our professional development resources and programmes to address key priorities identified by staff, NHS organisations and key policy matters (including prevention).</p>
	<p>4C Introduced an International Recruitment system to attract a range of overseas health professionals into NHS Wales and identified opportunities to offer further professional support and development for SAS doctors.</p> <p>4D Developed a range of resources to support new ways of working.</p>

These are some of the workforce issues that need urgent attention and can make a huge impact on patient care in the short term.

There are some intractable challenges in these area but we are keen to work with NHS colleagues and other partners to find new and innovative solutions.

Specific priorities will be aligned with national programmes where relevant.

Strategic Objective 5:

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

By the end of 2019/20 we will have...	5A Developed a plan to maximise the use of e-resources in the education and training environment.
	5B Scoped digital content and capacity building of current training and education programmes.
	5C Scope opportunity for integrated digital platform.
	5D Developed a clear plan for simulation.

We have been clear since the start about the need for more effective integration of workforce and digital plans.

This is important in delivering more flexible and accessible forms of education and training, but also in ensuring that our current and future workforce are digitally capable.

Strategic Objective 6:

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

By the end of 2019/20 we will have...	6A Developed a health and care leadership strategy with Social Care Wales and Academi Wales for health and care.
	6B Implemented a leadership and management resource platform and identified priority programmes for health and care.
	6C Implemented a succession planning and talent management framework for NHS Wales.

	6D Implemented an alumni leadership network for health and care.
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We are building our leadership work on a Collective Leadership approach, and have already been working closely with other parts of the UK to share learning.

This work will be closely aligned with the development of the workforce strategy over the next few months.

Strategic Objective 7:

Demonstrating value from investment in the workforce and the organisation.

By the end of 2019/20 we will have...	7A Developed value based methodologies to monitor and evaluate the impact of education and development.
	7B Developed a plan for future allocation of SIFT
	7C Implemented an integrated performance framework to underpin delivery of annual plan.

We believe that investing in the workforce does increase value for the system in many ways and we will be introducing ways of helping us articulate these benefits next year.

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Best wishes,

Alex Howells

Chief Executive



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