



Dear Colleague,

Warm wishes for a happier 2021 for all of us. As we work together through another difficult period of the pandemic, we are once again reminded about the amazing professionalism and commitment of our health and care staff. It reminds us in HEIW what a privilege it is to be able to contribute to supporting and developing the workforce and fuels our ambitions and plans to make Wales a great place to work and live. I hope that this bulletin helps keep you up to date with what is going on and compensates in some way for the more limited interactions we are having at the current time.

Best wishes,

Alex Howells (Chief Executive, HEIW)



A message from our Chairman

As we all continue to play our individual and collective roles in response to the challenges of COVID, I want to take this opportunity to say 'thank you' to all of you. Thank you for being our partners, engaging with us and working closely with us so that together, we are able to help and support students, trainees and colleagues across Wales. We very much value you as partners and colleagues and look forward to continuing our work together in 2021.

Best wishes,

Dr. Chris DV Jones (Chairman, HEIW)



About us

An NHS organisation established in 2018 to drive the transformation of the health workforce in Wales.

Our purpose is to provide NHS Wales with a single body to develop an integrated and comprehensive approach to the planning and development of the health workforce. We have a central focus on education and training along with a number of other significant functions including workforce planning and intelligence, leadership development, workforce modernisation and careers. A key part of our role is to ensure we add value and benefit in terms of improvements that are needed in quality of care and staff experience.

Established as the first Special Health Authority, HEIW sits alongside the Health Boards and NHS Trusts as the eleventh member of the NHS Wales family.

Corporate update

Recruitment opens February 2021 for Director of Nurse and Health Professional Education

As noted in the last bulletin, in February we will be commencing the substantive recruitment to replace Stephen Griffiths who retired in May 2020. We will be advertising for a Director of Nurse and Health Professional Education to join our team, reflecting the primary focus of the role on education and training and inviting applications from individuals from a range of professional backgrounds. This role also leads on workforce transformation across a range of services and professional groups, making a critical contribution to the safety and quality agenda. The role will be advertised week commencing 15 February 2021. In the meantime, we are very pleased that Angela Parry continues in her interim role.

New Director of Digital Development

Sian Richard, our new Director of Digital Development will be joining us at the beginning of February 2021. We welcome Sian to our team and this rapidly growing area of our business. Many of you will know Sian who has held various roles in the NHS since she joined it in 2002. From 2010 onwards, Sian has worked in the Digital Directorate at Swansea Bay University Health Board, with responsibility for a range of digital departments and systems, information governance, health records, clinical coding and data quality. Sian was appointed as the Deputy Chief Digital Officer in 2018 with responsibility for digital strategy, including local, regional and national programmes.

New Dental Dean for HEIW

I am delighted to announce Kirstie Moons has been appointed as HEIW Postgraduate Dental Dean. Kirstie took up her position with us in the new year having been Joint Interim Postgraduate Dental Dean in HEIW with William McLaughlin. Previous to this she was Associate Director for Dental Team Workforce Development and Planning.

Kirstie has worked within dentistry in Wales her whole career since qualifying as a dental nurse in 1990. She has a long track record of working in dental education in Wales, in the Deanery and prior to this in Cardiff Dental School where she was involved in the education and training of all members of the dental team.

Kirstie will be building on the excellent work of her predecessors ensuring the quality of education and training programmes for the whole of the dental workforce is maintained and strengthened, and that we continue to

ensure that Wales is a great place to train and work.

I would like to take this opportunity to thank Kirstie and William McLaughlin who have been jointly covering the role of Postgraduate Dental Dean on an interim basis while the appointment process took place. We are very grateful to both of them for their support and leadership during this time.

New Deputy Director of the HEIW Foundation School

We're also very pleased Dr Alison Ingham has joined us as Deputy Director in the Medical Foundation School overseeing much of the operational delivery of the Medical Foundation Programme in Wales and trainee management.

Alison is an anaesthetist and has been the local Foundation Programme Director in Bangor for a number of years. She brings a wealth of experience and enthusiasm with her, and her addition to the team enables us to strengthen our support for trainees and trainers.

As we expand the number of foundation posts across Wales for the second year running, Alison will have a key role looking at innovative ways of improving the Foundation Programme experience in Wales.

New Lead Associate Dean for the Conference of Postgraduate Medical Deans (COPMeD)

While we're on the subject of new appointments, we have also been celebrating the significant appointment of our very own Raj Nirula (HEIW Associate Dean for Staff and Specialist (SAS) Doctors and Dentists in Wales) as the Lead Associate Dean for SAS Doctors in the UK by the Conference of Postgraduate Medical Deans UK (COPMeD).

Raj is dedicated to improving the working lives of SAS doctors and was instrumental in developing the first SAS Charter with Welsh Government (WG) which ensures that SAS doctors and dentists are appropriately supported in the workplace. This new position will allow Raj to further build on this work and influence

the strategic plans to help and support the SAS doctors network in UK. At the same time, Raj will continue in his role with HEIW as this is an important area of development for us.

Join us at our board meetings

Our bi-monthly board meetings continue to take place online via Zoom. Not only does this ensure our meetings continue to take place safely in public, but also provide more of our stakeholders across Wales the opportunity to watch the meeting. Details of the meetings, papers and how to register to join the meeting via Zoom can be found a week before the meeting on our website in the **Board meetings, agendas, and standing orders section**.

The meetings are generally held between 10:00 and 14:00 but specific timings are released with the papers. The meetings scheduled for 2021 are as follows:

- Thursday 28 January 2021
- Thursday 25 March 2021
- Thursday 27 May 2021
- Thursday 29 July 2021
- Thursday 30 September 2021
- Thursday 25 November 2021



Maintaining healthcare education and training during the pandemic

One of our most important jobs during the pandemic has been to minimise and manage any disruption to education and training programmes for our students and trainees in order to safeguard our future workforce pipeline.

Healthcare professional education

We have established a COVID-19 Response Group, run by our education commissioning team and including all universities. The group meets regularly to discuss and manage the continuation of healthcare education and training during the pandemic.

Following the Christmas break, students entered their learning placements as scheduled and these are ongoing. To support and ensure placements continue to be safe, high-quality learning experiences, we have led the development of a number of advice, guidance and information documents to support students, education providers and healthcare organisations. The All Wales Practice Learning Recovery Resources can be found on the [Y Ty Dysgu platform](#).

To support more vulnerable students, we have been working with universities and our healthcare partners to identify non-client facing placement opportunities and have produced a document outlining practice learning outcomes that can be achieved in these environments. In addition, we are continuing to work with our partners to develop innovative approaches to placements in areas such as occupational therapy, diagnostic radiography and cardiac physiology. Placement opportunities in these areas have been particularly stretched and the collaborative partnership approach has alleviated immediate pressures.

Medical and dental training

At this stage of the pandemic we are redeploying trainees on a case by case basis, rather than as a blanket agreement.

Redeployment needs to be planned in consultation with our Medical Deanery and on a specialty by specialty basis. Guidance on the redeployment of medical and other trainees was recirculated in November and lines of communication with all Health Boards and Trusts are in place through the Assistant Medical Directors.

Where trainees are redeployed, we are closely monitoring the impact this has on trainee progression and are holding review meetings every three weeks to ensure redeployment doesn't become the status quo by default. We are currently planning for the usual rotation date for medical trainees at the beginning of February 2021 to go ahead.

Across the UK recruitment into training positions starting in August 2021 has commenced. Following wide consultation by the four Statutory Education Bodies, some general principles and contingency plans have been developed in anticipation of further COVID disruption.

At the time of writing, changes have been agreed to Internal Medicine Training recruitment due to limited clinical staff availability as a result of COVID pressures. This also removes any risk that candidates would be disadvantaged if clinical pressures mean that they cannot attend an interview.

For further information and guidance around healthcare professional and medical education and training during the pandemic please visit the [COVID-19 pages on the HEIW website](#).

Supporting the national COVID response

Increasing the healthcare professional workforce

The Nursing and Midwifery Council (NMC) has recently announced the reintroduction of emergency education standards to enable final year nursing students to opt-in to support the response to the COVID-19 pandemic, via extended clinical placement. These changes are entirely optional. In Wales, the situation for student nurses is not the same as in England and so we have no current plans to ask our third year nursing students to be deployed in the coming weeks, but we are working on alternative proposals with NMC, WG, and Higher Education Institution (HEI) colleagues to release student time.

Infection Prevention and Control (IP&C) training

IP&C has always been a critical part of healthcare and its significance never more apparent than during the current pandemic. We are leading work with partners across universities, NHS Wales, Social Care Wales and WG to develop a suite of education and training resources to support IP&C practices. This new training will strengthen the current all Wales mandatory training as well as develop modules for specific staff e.g. clinical leads at ward/departmental levels. To bolster the training offer, content will include the importance of human factors to reinforce and increase staff awareness about the importance and influence of behaviours in clinical practice. For further information please contact liz.hargest@wales.nhs.uk.



Supporting the care home sector

We are continuing to work closely with partners to support the care home sector through the current crisis and beyond. In 2020, 12 care home staff started their nurse training and a further 15 are starting in 2021. Discussions will soon be taking place around the number of training places for 2022.

We are also preparing for a pilot Care Home Practice Education Facilitator post to start in the Hywel Dda area in the coming weeks. Working as part of the Hywel Dda Education Liaison Nurse Team and in liaison with university personnel, the post holder will be scoping the nursing home/care home sector education placement potential for nursing and allied healthcare students. In addition, they will be facilitating student placements and delivering relevant practice supervision and assessment preparation programmes.

In a separate piece of work, Health Boards have shared with us information on the training they currently provide to care homes. A mapping exercise will be undertaken to establish any gaps and how these could be filled. In parallel to this, we are working in partnership with Tec Cymru to establish what training could be delivered remotely and what upskilling would be needed to deliver this additional training. For further information contact Gail.Harries-Huntley@wales.nhs.uk.

Supporting critical care: update

The pandemic has highlighted the need to develop and strengthen our workforce model and plans in critical care. We continue to review the need for targeted critical care skills training as the pandemic continues and use our education and training commissioning to help grow the future workforce.

Looking after ourselves and each other

Resources designed to help you

We've had a busy few months raising awareness of the staff health and wellbeing resources available for health and social care staff across Wales.

We've presented at a number of events and over Christmas, in collaboration with Social Care Wales, the Samaritans, Silver Cloud, Health for Health Professionals, Public Health Wales and Case-UK, ran a dedicated social media campaign signposting individuals to the health and wellbeing resources available on our [HEIW website](#).

Our strategy for the coming months is to continue to raise awareness of the resources available, to monitor what resources are being accessed, identify any gaps and continue to work with Social Care Wales and Health Boards and Trusts in developing additional resources as required.

Helping you through traumatic situations

To help support all healthcare professionals who have witnessed or been involved in traumatic incidents, we have teamed up with New Pathways to deliver a brand new trauma support course.

Taking place 11:00-14:00 on Wednesday 10 February 2021, the three-hour online course aims to make attendees better able to support themselves and others should they experience trauma by enabling them to improve their recognition of, and responses to trauma's effect and impact.

If you are interested in attending this online course, please contact HEIW.professionalsupport@wales.nhs.uk.

Supporting medical and dental trainees through their training

The HEIW Professional Support Unit (PSU) provides proactive and comprehensive support and guidance to doctors and dentists in training to enable progression. Through 1:1 coaching, the team work with trainees to identify objectives for resolving training and/or personal concerns. In more complex circumstances, the team can refer trainees to specialist support service to improve well-being and performance. As well as 1:1 support the PSU are planning a series of workshops over the coming months including:

- Getting the Most out of Mentoring – Mentor & Mentee Training
- Developing Diverse Workforce for a Global Diverse Patient Groups – Addressing Differential Attainment
- Developing Diverse Workforce for a Global Diverse Patient Groups - Active Bystander Training
- Crucial Conversations: Giving and receiving feedback
- PSU Service – An Introduction / Supporting Trainees / Keeping Well
- Three Part Exam Preparation Webinar Series
- Imposter Syndrome.

To find out more you can contact the team via HEIW.ProfessionalSupport@wales.nhs.uk or have a look at the [PSU webpages](#).

NHS Wales Staff Survey 2020: next steps and into 2021

We were delighted to arrange the NHS Wales staff survey in November 2020 as it is so important that we know how our staff are feeling during the pandemic. Over 20% of colleagues took part which was great in view of the circumstances and the results were available within a few days.

The results are being used to generate discussions and conversations amongst teams across NHS Wales to consider what they need to do to make their work and workplaces better; many are using this [**prompt to generate discussions**](#).

During 2021, there will be an even simpler approach with surveys and follow up conversations. The aim is that more people get involved, and the conversations and relationships become a regular and important part of work.

More information can be found on the [**Staff Survey section of the HEIW website**](#). You can also contact [**james.moore6@wales.nhs.uk**](mailto:james.moore6@wales.nhs.uk).

Developing and supporting the NHS Wales workforce

Education commissioning and training plan gets green light

In December, the Minister for Health and Social Services, Vaughan Gething, agreed the annual education commissioning and training plan 2021-22 (see [**my September 2020 bulletin**](#)) with record funding of over £227m. The additional money amounts to an 8.3% increase and will help us to develop the flexible, sustainable and responsive workforce we need in Wales.

Across postgraduate medical training, an additional 85 posts will be created, 46 at the core level and 39 within higher training specialty programmes which will start in August 2021. This expansion in posts will help us all to address key workforce challenges predicted over the coming years and support priority areas such as General Practice, Intensive Care Medicine and Respiratory Medicine, specialties directly impacted by COVID-19, along with support for Cancer, Major Trauma and acute medical care.

There will also be an increase in nursing, midwifery, allied health professions and healthcare science of over 9% in 2021 representing the highest ever level of health professional commissioning Wales has seen. In addition, there is further investment in both Health Care Support Worker funding and Health Professional Post-Registration funding with a particular emphasis on supporting staff with confidence, skills and knowledge to support to Wales during this pandemic.

Making recruitment quicker and easier for midwifery and AHP students on graduation

We have been commissioning increasing numbers of health professional graduates over recent years and it is essential that we make it as smooth and straightforward as possible for these graduates to secure jobs in Wales. This has already been achieved through the nurse streamlining process and through working with our partners, we have now agreed a fair, equitable and streamlined recruitment process supporting Midwifery, Physician Associates, Allied Healthcare Professional (AHP) and Practitioner Training Programme (PTP) Healthcare Scientist (HCS) students. The nurse streamlining process has supported 2,320 new nurses into their preferred roles since it started in 2018 and we look forward to similar success with the expansion of this approach to other groups of students.

Not all AHP and HCS professions are participating in the scheme. Some of the small professions will need a more bespoke approach and we are working directly with Health Boards to support students into posts in Wales.



Mental health workforce plan

Work is continuing to shape the Joint Mental Health Workforce Plan for Wales. Valuable feedback, insights and opinions continue to be gathered and opportunities to contribute scheduled. Work so far includes:

- feedback gathered at the virtual mental health conference is being collated into a report and will be realised soon.
- a workshop has been run for the Wales mental health and wellbeing forum (carers and service users) for them to give us valuable insight into priorities from patient and carer perspective.
- a data collection exercise with workforce information managers in all Health Boards has been started.
- a series of joint engagement events with Social Care Wales are being scheduled for the coming year for people to contribute further to the plans.

Following a request to attend an initial meeting with the Royal College of Psychiatrists and Scottish Government to provide advice and guidance on the Scottish Workforce plan, we have now been invited to attend further meetings this year to share best practice and approaches.

Mental health education and training

In addition to preparations for the workforce plan, our mental health programme team have also been doing a lot of work around mental health education and training.

The team have been working closely with parent, child and adolescent mental health services supporting the creation of a level 4 qualification in Infant Mental Health. Plus, the digitalisation and potentially wider adoption across universities in Wales of a Child & Adolescent Mental Health Services (CAMHS) qualification developed and currently run by Bangor University. The team are also co-ordinating a perinatal mental health training task and finish group to revise and update perinatal mental health training. But that's not all; in the true spirit of HEIW innovation, the team have begun work on a universal basic mental health training and resource app. We hope this will

foster a new approach and way of thinking enhancing the supportive culture within the NHS and the wider community in Wales.

For further information contact HEIW.MentalHealth@wales.nhs.uk.

Nurse Staffing (Wales) Act: update

WG have recently announced plans to extend the Nurse Staffing Levels (Wales) Act to paediatrics in Autumn 2021 and following a 12-week consultation on the revised statutory guidance, WG are now reviewing the responses. The paediatric inpatient workstream, with representatives from across Wales, is supporting Health Boards by providing a suite of tools including training and operational guidance which will support nursing and management teams prepare for the implementation of the Act in paediatric inpatient areas.

The health visiting and mental health inpatient workstreams are currently working on creating interim nurse staffing principles. These will





provide nursing and management teams with guidance to help them undertake workforce planning, whilst the longer-term evidence-based workforce planning tool for these areas is being devised and the Act extended to this speciality area.

For more information contact Joanna.doyle2@wales.nhs.uk.

Primary Care cluster workforce planning

The Primary Care cluster workforce planning resources are now available on both the [English HEIW website](#) and [Welsh HEIW website](#) – they can also be accessed via the [Primary Care One website](#). The approach and supporting resources have been designed to support practices and clusters to be able to develop their longer-term workforce plans. The supporting resources include a workforce plan template, a tool to help analyse workforce information from the Wales National Workforce Reporting System (WNWRS) and a short recorded presentation that gives a quick overview of how to use the resources.

Plans are in development to provide additional online recorded training sessions and these and other resources will be added to the webpages as they become available. For further information contact Clem.Price@wales.nhs.uk.

Careersville

We have started to scope the creation of a digital careers experience built on the idea of a virtual 'Careers Village'. The village will reflect the health and care services available across Wales, with each building housing a specific service and the associated careers available. For example, the village will contain 'shops' which could include an optometrist, volunteer centre, domiciliary care agency, a secondary care hospital, GP practice, care home, nursing home, transport, architects and estates. Visitors to the site will then have the opportunity to visit as many of these 'shops' as they wish to find out about the roles available. There will also be a learning centre, where visitors will receive hints and tips on completing application forms, interview techniques and how to identify transferable skills.

The platform will be launched in July 2021 to mark the celebration of the NHS's birthday. Initially aimed at students in years 10 and 12, the village will remain operational throughout the year and will be utilised to run other career experiences including those aimed at veterans, reservists and those looking for a change of career. In turn, this approach will allow us to maximise our reach to students, young people and going forward, adults.

For any queries about Careersville and to find out how you can contribute, contact NHSWalesCareers@wales.nhs.uk.

Spreading compassionate leadership across Wales

Over the past few months, a lot has been happening embedding and spreading compassionate leadership. Here is an update on what's been happening and what's being planned...

Gwella leadership portal

We did some virtual celebrating in November 2020 when our leadership team and the Gwella portal were announced winners of the gold award for 'Best UK digital transformation of a training programme in response to COVID-19'. The judges said: "this was a hugely impressive and inspiring response to COVID-19. Not only does the programme demonstrate how effective and lasting digital transformation can be in challenging and rapidly changing circumstances, but it also shows how it can still be implemented with care and best practice to ensure evidence of effectiveness and genuine impact is captured throughout."

The [Gwella leadership portal](#) continues to be widely accessed with over 140,000 page views and 12,500 users of the platform since its launch in August 2020. Gwella provides opportunities for organisations to host accessible leadership and management development offerings through functionality such as playlists and virtual classrooms that can provide both synchronous and asynchronous access to leadership development.

Compassionate leadership webinars

From January 2021 through to March 2021, a series of compassionate leadership webinars and recordings will be available under '[latest news](#)' on the [Gwella portal](#). For more information on the webinars or Gwella contact emily.millar@wales.nhs.uk or HEIW.Leadership.Programme@wales.nhs.uk.

Writing compassionate leadership with Professor Michael West

We are in the process of writing a book with Professor Michael West: "Developing Compassionate Leadership". The book will be published as both hard cover and e-book and be available to organisations and universities to supplement their compassionate leadership offerings and programmes.

Our compassionate leadership strategy for health and social care in Wales promotes the need for compassionate leadership in all areas of our organisations, from frontline service delivery teams to the Board. With this in mind, we are looking for you to share an example (or several if you wish) of compassionate leadership in practice to be included in the book. This can be at an individual, team or organisational level and will give readers confidence that it is possible to transform cultures and leadership by adopting a compassionate orientation.

To discuss further, please contact helen.thomas30@wales.nhs.uk or email HEIW.Leadership.Programme@wales.nhs.uk.

Education and leadership skills for Healthcare Scientists

Alongside our other leadership programmes, in March 2021 we are bringing the award-winning Practical Skills for Professional Education and Leadership (PSEL) programme to Wales as part of the national healthcare science programme. PSEL is an interactive, experiential programme developed to equip and empower healthcare scientists with the relevant leadership knowledge and skills. Attention is being given to alignment of the PSEL programme with our other HEIW leadership programmes to ensure consistency across healthcare in Wales.

Inspiring compassionate leadership in students

In my last bulletin I mentioned two occupational therapy students had joined us as part of our new healthcare student leadership placement scheme. I'm pleased to say the first placements have gone very well. Having contributed to the development of equality and diversity projects and the National Student Forum, the students initiated and delivered two innovative projects. These projects have focused on building compassionate leadership, confidence and resilience at all levels of our health and social care services. They go to show changes can be led by all team members, harnessing innovation and driving forward the improvement of services.

For further information contact Wendy.Wilkinson2@wales.nhs.uk.

Meet the Welsh Clinical Leadership Training Fellows

The Welsh Clinical Leadership Training Fellowship (WCLTF) programme is in its eighth year of providing fellows with training and hands-on experience in clinical leadership and management, ideally placing them to lead improvements in the delivery of healthcare in the modern NHS. The fellowship is a one-year opportunity for doctors, dentists, pharmacists and, for the first time in the UK this year, optometrists.

Over the years the programme has been very successful with fellows delivering several clinical service/strategic improvement initiatives

which have had a direct positive impact on patient care. Furthermore, alumni have gone on to take up leadership roles in a number of NHS organisations and WG.

This year's cohort are working with senior colleagues across NHS Wales and WG. Their projects are focusing on important topics such as trainee wellbeing, recruitment and retention, digital innovations, workforce strategies and sustainable healthcare. To 'meet' this year's fellows please visit the ['Meet the Leadership Fellows' pages on the HEIW website](#) or follow our #MeetTheFellows campaign on [Twitter](#) and [Facebook](#).

Leadership and Transformation Scholarship for nurses and midwives

As well as the WCLTF we are also funding four places a year for the next three years on the Florence Nightingale Foundation (FNF) Programme's Leadership and Transformation scholarship. This one-year scholarship is aimed at senior nurses and midwives who aspire to be system leaders in NHS Wales. The scholarship itself reflects the leadership vision set out in the [Workforce Strategy for Health and Social Care](#) and aligns with our leadership and succession strategy. The scholarship will be supported by both our leadership and nursing transformation teams with a network set up on Gwella – our leadership portal – providing access to leadership resources, events and master classes. Applications for the scholarship have just closed and interviews will be taking place in February 2021.



Keeping up quality improvement and innovation in challenging times

Dental QI in 2021

Every year, our team of Quality Improvement Dental Educators (QI DEs) visit dental practices across Wales to set and support quality improvement initiatives and deliver training to help dental teams provide prevention and needs based care in a safe environment. Since March 2020, physical visits have not been possible and as much as possible has been moved online. In 2021, the QI EDs will continue to support dental teams with Quality Improvement Plans (QIPs) that make the most of local innovation and support a culture of continuous quality improvement focusing on improved access, oral health and wellbeing of patients.

Examples of initiatives in QIPs include:

Skills Optimiser Self-Evaluation Tool (SOSET) - this programme involves working with teams to assess if they are ready to use a greater mix of skills in their team and helping to form an action plan to ensure each member of the team is working to the full extent of their scope of practice in order to maximise delivery of care to patients.

Making Prevention Work in Practice (MPWIP)

– building on the above, this training programme equips dentists with the knowledge and skills needed to develop the scope of practice of their dental nurses to deliver preventive interventions and advice to patients.

For more information contact HEIW.DentalQI@wales.nhs.uk.

NHS Wales Library Service wins Team of the Year award

As a close partner of ours, we were really pleased to see the NHS Wales Library and Knowledge Service were jointly awarded CILIP Cymru Wales Team of the Year 2020. This is well deserved recognition for how quickly the service adapted to provide continuous support and health information to NHS Wales staff, trainees and students during a challenging 2020.

The service has been pivotal in providing vital information to support the NHS Wales response to COVID-19 and we are very grateful to them for their ongoing support and high-quality service.

The library service is a partnership of NHS Wales and Cardiff University health libraries. It promotes evidence-based practice and provides high quality health information to support patient care, education, professional development, training and research.

You can find out more about the NHS Wales Library and Knowledge Service by visiting the [**NHS Wales Library Service website**](#).

