

Stakeholder bulletin

November 2020



GIG
CYMRU
NHS
WALES

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



Dear Colleague,

I am pleased to start this stakeholder bulletin with the news that the [Workforce Strategy for Health and Social Care](#) has now been officially launched. The Health Minister, Deputy Health Minister and Director General of NHS Wales attended a joint meeting of Social Care Wales and HEIW to mark this important milestone. This is a positive endorsement of all the engagement and participation in the development process and underlines the fact that the current pandemic has reinforced the urgent case for change. Ideally our next steps would have been to gather partners and stakeholders together to develop an implementation programme, but we appreciate that the system is under a great deal of pressure currently and recognise we need to wait until the spring to do this in a meaningful way. However, in order to avoid losing time in driving the actions forward, we have produced a first phase plan with colleagues in Social Care Wales to highlight what we want to deliver in this current year and what we are already delivering in some key areas – you can [view this here](#).

As you will see from the contents of the bulletin, we are striving



to maintain a balance of “business as usual” and new developments alongside our response to Covid-19 – a lot of what we do in relation to the workforce has a medium to longer term focus and if we don’t crack on with these things now the system ends up being caught in a vicious circle. One of the limiting factors at a time like this is the capacity of colleagues across the system to engage and participate and we are mindful of this – however, we were very fortunate that October saw some well attended events on mental health workforce, primary care training and education and leadership development which will really help us move our plans along. I have to recognise the patience and professionalism of the Communications Team and Digital Team in HEIW for pulling out all the stops to help us push the boundaries of remote conferencing, virtual engagement and live participation. Flip charts may well be a thing of the past!

Finally, a few people related updates. Nicola Johnson has now joined us as Director of Planning, Performance and Corporate Services and we are pleased to announce that Sian Richards has just been appointed as Director of Digital Development and will start in early 2021. We are delighted to welcome both Nicola and Sian to our team - in areas of our business that have grown rapidly since our establishment.

About us

We are 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.

Both of these appointments are on the basis of two year secondments as we juggle the capacity of the Executive Team to facilitate flexible and part time working. We have also decided to continue to pause the substantive recruitment to replace Stephen Griffiths who was our Director of Nursing, in recognition of the current pressures on the NHS. When we advertise this in the spring, we will be refocusing the role as a “Director of Nurse and Health Professional Education” to reflect the primary focus on education and training rather than a single professional group. We will therefore be seeking applications from senior leaders across a breadth of professions – the most important thing will be passion, energy and expertise in education, training and learning. In the meantime, we are fortunate that Angela Parry continues in her interim role.

I hope that you find the bulletin helpful and informative and encourage you to join us at the showcase sessions we are going to be doing after our public board meetings.

Best wishes.

Alex Howells (Chief Executive, HEIW)

HEIW mini-showcase

Thursday 26 November 2020 - 13:00– 13:45

It was great to see some of you in the audience for our first virtual Annual General Meeting (AGM) and showcase event giving our audience the opportunity to hear more about what we are doing in specific areas and to get involved. The virtual showcase covered quite a bit in two hours, although this is just a fraction of what we do. We’ve decided that following every HEIW board meeting we will hold a mini-showcase lasting about 30 minutes highlighting one specific area of our work and, as before, giving you the opportunity to get involved.

The first one will take place on Zoom between 13:00-13:45 on Thursday 26 November 2020 after our public board meeting (11:00 – 13:00). The topic for this showcase is about supporting the health and wellbeing of the healthcare workforce in Wales.

[You can register to attend the public board meeting and showcase here.](#) Once you have registered you will receive a confirmation email.

If you missed our AGM and previous showcase event, copies of the slides and recordings from the day **[can be found on our website.](#)**



Changes in the Dental Deanery

In October we said goodbye to Professor David Thomas who retired from his role as Dental Dean. David made a great contribution to dental education, training and development in Wales over many years and helped us with the set-up of the new organisation and establishment of the Dental Deanery. We wish him all the very best for the future.

As some colleagues may be aware, we took the decision to open the field up for David's successor and advertised the Dean job on a multi professional basis. This is a different approach for us, although not unprecedented in the UK, and has resulted in applicants being shortlisted from a range of backgrounds. The appointment process for the new Dental Dean will hopefully be concluded in early December but in the interim, the role is being covered jointly by Kirstie Moons and William McLaughlin – we are very grateful to both for their support during this transitional period.

Appointment of Strategic Lead for International Medical Graduates and SAS Doctor Development

We are pleased to have appointed Dr Ian Collings to the role of Strategic Lead for International Medical Graduates and SAS Doctor Development. In collaboration with the Deputy Director of Workforce and OD, Ian will be developing our



support for SAS and other locally employed doctors such as clinical fellows, research fellows and trust grades, in a similar way to how we support medical trainees. In addition, this support will be extended to doctors who join us as part of the Medical Training Initiative (MTI), an initiative which sees doctors come to the UK on a time specific visa for a period of work and training. As part of this work we will be applying for HEIW to be a "GMC sponsoring body for registration" giving us the means to help speed up the process of doctors applying to and coming over to work and train in the UK. In the future, we expect HEIW's global function to expand to multi-professional recruitment and to developing international links that offer training opportunities for our own trainees and NHS staff abroad.

HEIW Welsh language scheme consultation

We're currently consulting on our Welsh Language Scheme. Welsh Language is not just important to us as an organisation, but to all the functions we deliver to support NHS Wales, particular education and training. [If anyone would like to look at our draft scheme and contribute to the consultation, please click here](#). The consultation closes on Sunday 10 January 2020.

NHS Wales staff survey 2020

The NHS Wales Staff Survey 2020 is now open and runs until 24 November 2020.

The survey is open to all staff working in NHS Wales and is quick and simple - it only takes a few minutes to complete. It is hoped as many people as possible get involved. The results will be quickly available to specifically help discussions and localised decisions across all NHS Wales organisations. The survey results are completely confidential because answers will be hidden where there are less than 11 respondents for any given question/demographic and where comments give identifiable information. To complete the survey [please click here](#).

Developing and supporting the workforce

Keeping the focus on health and wellbeing

During the 17 days of firebreak we ran a dedicated social media campaign raising awareness of all the resources currently available to support the health and wellbeing of healthcare colleagues across Wales. If you missed the campaign the resources can be [accessed on our website](#).

Supporting the care home sector

We are working closely with Social Care Wales (SCW) and other partners to support the care home sector and improve resilience particularly during the winter months. A number of learning and development activities are taking place to support this including:

- expanding the development and delivery of training programmes already provided such as registered nurse training for care sector staff via the Open University;
- scoping the introduction of a new Care Home Practice Education Facilitator role to support students in training;
- mapping what training and support overseas registrants working in the sector need to gain the necessary skills for Nursing and Midwifery Council registration, and
- working with health board care home leads to establish what training is currently provided to care homes by Health Boards and identify any gaps where we could develop some training to support both sectors.

For further information contact:

Gail.Harries-Huntley@wales.nhs.uk

Talentbury leadership festival

Talentbury, our four-day festival of leadership, learning and collaboration was launched by Andrew Goodall (CEO, NHS Wales) on 21 October marking the start of our executive talent management programme. Over 80 senior leaders and aspiring executives, nominated by NHS Wales organisations, participated in up to 22 different events including keynote speakers, workshops, spotlight and collaboration sessions. Feedback from Talentbury has been extremely positive with delegates commenting on the quality and diverse range of speakers and master classes

Increasing the immunisation workforce

We have been working with Public Health Wales and service colleagues to refresh the [Healthcare Assistant \(Nursing\) - Administering Immunisations and Injections](#) learning unit, which sits within the Level 3 HCA (Nursing) Diploma in General Practice (Agored Cymru).

Wherever possible the learning has been adapted and moved online ensuring training is easily accessible and able to be delivered in a more flexible and timely way. This training will enable organisations to upskill Healthcare Support Workers (HCSWs) in both the hospital and community setting. Giving HCSWs the competencies and skills needed to immunise will help to expand the numbers of staff needed in the weeks and months ahead as we move into providing mass vaccination programmes across Wales.

available, the use of technology throughout the event, the networking opportunities created and the format of the festival in general.

Next steps include the establishment of a number of executive leadership offerings commencing with the Alumni network, provision of a range of leadership master classes, creation of an executive success profile and the development of an executive leadership programme in partnership with the Kings Fund. Resources and recordings from the event are available on-demand for the Talentbury alumni network. These will be available for everyone on the Gwella Leadership Portal throughout December 2020.

For any queries about this programme please email HEIW.Leadership.Programme@wales.nhs.uk



NHS Wales Graduate Management Programme

We recently commenced and completed recruitment for the newly established NHS Wales Graduate Management Programme. This is a two-year work-based programme for aspiring leaders, accompanied by a fully funded masters programme. 301 applications were received for 13 places and we are currently reviewing which applicants we will take through to the next phase in the recruitment process.

The final 13 successful candidates will supplement an exciting new master's academic programme with hands-on experiential learning from a range of placements across primary care, secondary care and corporate divisions within NHS Wales. The programme will also provide extensive mentorship, coaching, training and a comprehensive orientation tour in the chosen placement organisation.



Introducing a single lead employer for trainees

With NHS Wales Shared Services Partnership (NWSSP), we have introduced a single lead employer (SLE) for secondary care medical, dental foundation/core/specialty and pharmacist pre-registration trainees. Now rather than changing employer every time trainees rotate as part of their training programme, they continue to have the same single employer – NWSSP - throughout.

For trainees this means they now have the same terms and conditions of employment and a single point of contact for all employment information and issues. They also no longer

need to complete the same new employer administration forms and tasks every time they rotate between employers saving them time and reducing administration errors.

For those who provide the training placements, SLE facilitates the ability to seamlessly rotate trainees between different locations without the need for repeated pre-employment checks and occupational health clearances. By removing the workload of recruitment and employment contractual management, training providers can focus their resources on other HR related areas and providing excellent education and training support.

This move to SLE also benefits patients as many hours are lost each year because trainees have to attend pre-employment checks with their next employer every time they rotate. Freeing up this time means trainees have more time to learn and focus on providing high quality care to patients.

The SLE model will continue to be rolled out to different specialties over the next 18 months and we are confident that all trainees will have an SLE by August 2022.

Shaping the future mental health workforce

The Mental Health Virtual Conference was launched in late September and ran throughout October with virtual events allowing key stakeholders to contribute to the development of the joint mental health workforce plan for Wales.

Although the event has now completed, the opportunity for stakeholders to shape the future workforce continues [with access to conference content and interactive opportunities available via our website.](#)

Contact: HEIW.MentalHealth@wales.nhs.uk

National Healthcare Science Programme update

The National Healthcare Science (HCS) programme joined HEIW in October. The programme supports the modernisation and development of the HCS workforce so they are best equipped to contribute to modern healthcare services and meet the needs of patients. To introduce their work, here is a brief overview of some of the things they've been doing.

With partners the team have developed a guidance document on the role, recruitment and training of Consultant Clinical Scientists in Wales. Due to be published soon, this document marks the start of a series of publications providing guidance and support for NHS Wales employers regarding the various career grades within healthcare science.

Collaborating with the National School of Healthcare Science and the Aneurin Bevan University Health Board, the team have researched how Covid-19 has influenced HCS practice and captured best practice examples to highlight how healthcare scientists have delivered services differently during this time.

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

Nurse Staffing Programme: paediatric update

Our Paediatric Project Lead, Dawn Parry, recently delivered a presentation at the Children's Commissioner's seminar showcasing the work of the nurse staffing programme paediatric workstream. The presentation focused on the work we are doing with youth groups to produce a range of information materials for children and young people. Under the duty of the Nurse Staffing Levels (Wales) Act organisations must inform patients of nurse staffing levels and provide patients with access



to frequently asked questions. The youth groups have helped us to ensure the information we produce meets the needs of children and young people. The groups have also helped us with the development of the national patient experience questionnaires. This is one of the quality indicators that the workstream have identified as part of the process for calculating nurse staffing levels on paediatric inpatient wards.

For further information contact:
Dawn.Parry3@wales.nhs.uk

First in the UK for career development dentists

Our Dental Deanery is the first Deanery in the UK to create and recruit to career development dentist posts. These posts offer recently qualified dentists the opportunity to gain further tailored clinical experience and enhance their skills within dental practices in line with an agreed continuous professional development plan. At the same time, their postgraduate development is supported by a clinical supervisor with day release for personal study. These 11-month full-time posts are positioned throughout Wales and have attracted enquiries from other interested Deaneries in the UK.

For further information contact:
HEIW.Dental@wales.nhs.uk

TrainWorkLive @ BMJ Live

Last month the NHS Wales marketing campaign TrainWorkLive (TWL) transferred from Welsh Government to HEIW. The campaign's first activity in HEIW was headline sponsor of the three-day BMJ Live virtual event. This is an annual event held prior to the opening of national recruitment for medical training posts in the UK.

The team went all out to promote what Wales and NHS Wales have to offer medical trainees via a virtual stand, videos, TWL brochure and specialty training leaflets. They ran three seminar sessions delivered by trainees and experienced doctors from NHS Wales. These were viewed by over 792 delegates and are available over the next six months on the BMJ Live platform. 1 to 1 career advice sessions were also available for delegates wanting to find out more about opportunities in NHS Wales



with some delegates feeding back they hadn't considered Wales until they saw our seminars.

We're very much hoping many of these delegates will soon be applying for and taking up training posts across Wales. Many thanks to everyone who supported this event and their enthusiasm promoting Wales as a place to TrainWorkLive.

For further information please contact:
Hilary.Hopkins2@wales.nhs.uk

Maintaining education and training during Covid-19

Pre-registration health professional education

With Welsh Government we have published [All Wales Covid-19 Placement Recovery Principles](#). These principles, endorsed by the Chief Nursing Officer, Directors of Nursing, Directors of Therapies and Health Science and professional bodies, provide a quality benchmark for education placement learning in Covid-19 adapted circumstances, particularly in balancing student safety with the continuation of placement learning opportunities and the need for students to complete their training programme.

In addition, with Welsh Government, we have issued a [position statement](#) confirming medical, nursing, midwifery, allied health profession and healthcare science students as having continued key worker status when undertaking practice placements as part of their programme of learning.

For further information contact:
HEIW.EdCommissioning@wales.nhs.uk

Continuing medical trainee reviews during the pandemic

Every year postgraduate medical trainees go through a process known as an Annual Review of Competence Progression (ARCP). This process sees the trainees assessed by a panel of specialty experts (known as an ARCP panel) to ensure they have met the necessary curriculum assessment and competence requirements to progress to the next stage of their training. The pandemic has posed considerable challenges to the ARCP process and early on, with the other three UK statutory education bodies, we [adapted the ARCP process](#) to ensure it could continue while ensuring trainees and experts were not diverted unnecessarily from patient care. In September, with our statutory education body partners we issued an update confirming an [extension of the adapted ARCP process](#) up to and including March 2021.

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

Delivering face-to-face medical training safely

In collaboration with Cardiff and Swansea Universities and Public Health, we have produced guidance for those involved in the delivery of face to face medical training. Wherever possible training should be online, however, there is some essential training that requires interaction. For these situations, [the guidance](#) and accompanying [checklist](#) provide a framework for trainers, ensuring face to face training is delivered in a safe and consistent way, minimising the risks of Covid-19 transmission and supporting trainees and students to progress with their training.

For further information contact:
HEIW.PostgraduateDean@wales.nhs.uk

Providing basic life support training for dental teams during Covid-19

It is critical dental professionals in Wales are up to date on basic life support training should an emergency occur in their practice. Previously, basic life support training was delivered face-to-face and had to be paused due to the pandemic when dental practices closed. Our pharmacy team have worked with the dental team to adapt the pharmacy basic life support training for dental professionals. Now through this adapted course, dental professionals can complete the theory based element of their training online.

This module is approved by the Resuscitation Council and means only the competency assessment element now needs to be carried out in person complying with current Covid-19 guidelines. Both the General Dental Council and Resuscitation Council have approved this new approach which not only helps training to carry on safely during these times, but has also made the training more accessible and quicker to complete.

For further information contact:
HEIW.Dental@wales.nhs.uk

Personal Protective Equipment (PPE) for Dental Foundation Trainees

Working with Welsh Government plans are in place to ensure dental trainees have appropriate PPE to enable them to continue with their training. Dentistry has been impacted by Covid-19 as a lot of dental work involving aerosol generating procedures (AGPs) require high levels of PPE and some PPE testing.

For further information contact:
HEIW.Dental@wales.nhs.uk

Covid-19 resources

For further information on the actions we have taken to maintain education and training, and support the workforce during the pandemic please visit the [Covid-19 section of our website](#).

Education and training: looking ahead

Innovation in Challenging Times virtual conference 27 November 2020

The pandemic has challenged us to think of new innovative ways of working, learning and training. This conference brings together medical trainers, trainees and others with an interest in quality improvement to build on these new innovative ways and to share what they've been doing across Wales. These examples will be shared widely to improve training and working practices, ultimately benefitting patients and service users across Wales.

Further details are available via [our website](#) or by emailing HEIW.PGES@wales.nhs.uk.



The future of health professional education.

As mentioned in my [September bulletin](#), we are beginning phase two of the strategic review of health professional education. This phase will include the reviewing and re-procuring of specialist pre-registration and post-registration training programmes such as:

- specialist community public health nursing
- specialist practitioner qualification
- advanced practice masters/modules
- extended practice modules/masters
- nurse midwife prescriber
- clinical endoscopy education and training
- medical ultrasound.

Engagement with services and other stakeholders will begin in May 2021.

Further details are available via [our website](#) or by emailing HEIW.PGES@wales.nhs.uk.

Creating learning opportunities in primary care

In October, we held a virtual primary care stakeholder event attended by over 200 people.

Informative engagement, discussion and debate took place around the development and content of a framework for multi-disciplinary and interprofessional learning in primary and community care in Wales. If you weren't able to attend

the event you can [watch recordings of the presentations on our website](#). There is also still time for you to contribute to the discussions and development of the framework by emailing your thoughts to HEIW.PrimaryCare@wales.nhs.uk.

Update: Allied Health Professional (AHP) Pre-registration student placements

As a result of the first Covid-19 wave, we had an increase in demand for AHP practice placement opportunities. This meant partners needed to be innovative in how they could increase the number of placements while maintaining safe high-quality care and ensuring they meet educational standards. AHP students returned to education in September and early signs are very positive for these new placements.

In addition, our workforce transformation team have created two new student leadership placements for pre-registration healthcare students. The aim of these placements is to support students to learn compassionate leadership skills and explore how they can apply these early within their clinical career. In October, two occupational therapy students joined HEIW as part of this new leadership placement scheme and will be working alongside colleagues across the organisation for the next 11 weeks.

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

Approaching education and training via simulation

Simulation based education (SBE) is very important to us and a key programme of work going forward particularly in light of the Covid-19 restrictions. It has a number of benefits including:

- supporting high quality training in safe learning environments
- providing opportunities for learning across a number of professions in a clinical setting
- supports learning and provides experience at different educational levels
- equally accessible to all across Wales.

We are taking an interprofessional approach to this programme and have appointed clinical leads spanning medical, nursing and allied health professions. In October, we held our first simulation event with over 100 attendees sharing examples of how simulation has been utilised during the Covid-19 pandemic and discussing the development of a virtual simulation network in Wales. To support this

work, we are developing an online resource repository for SBE information and best practice.

For further information contact:

Chris.Payne2@wales.nhs.uk

Level 3 Dental Nursing Apprenticeship framework under review

With Skills for Health, we are reviewing the current Welsh Level 3 Dental Nursing Apprenticeship Framework. This is an important area of work, improving the quality of training for the future dental nursing workforce in Wales. As part of this review we are working with colleagues in the All Wales Faculty for Dental Care Professionals (AWFDCP), hosted by Bangor University, to develop a programme that meets the requirements of the regulator (General Dental Council), profession, student and patients.

For further information contact:

HEIW.Dental@wales.nhs.uk

