

Stakeholder bulletin

September 2020



GIG
CYMRU
NHS
WALES

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



Dear Colleague,

We are halfway through what is set to be a very unusual year, and I hope that everyone is staying safe and healthy in this new normal.

As we hit the first few days of autumn it is reassuring to see our education and training programmes resuming for the new academic year. The last bulletin focused on the various adjustments and changes that had to be made to respond to Covid-19, but hopefully we can now refocus on ensuring our new and existing students and trainees get the very best in their studies and placements this autumn, and make Wales a great place to train and learn.

Over the summer we have been picking up the pace on other plans we had for 20/21, building on commitments in the **Workforce Strategy for Health and Social Care**. We have included a flavour of these in this bulletin but would particularly draw your attention to the first one if you want to find out more about what is going on

Best wishes,

Alex Howells (Chief Executive HEIW)



HEIW virtual AGM and showcase event - 24 September 2020

This year our Annual General Meeting (AGM) is being held online giving more of you the opportunity to join us.

We will be reflecting back on 19/20 – which seems a long way ago now – but also looking forward to our future plans. We will be making the AGM interactive so it will be an opportunity for you to get involved, ask questions and contribute to our work. After the formal part of the AGM we'll be holding an interactive virtual showcase event for you to explore some specific topics in more detail including: leadership and succession, developing and expanding the primary care workforce, and making Wales the best place in the UK for healthcare education and training.

Please mark your diaries for the afternoon of 24 September – the AGM is 12 noon and the showcase 2pm. We'll send out final details and a link to join us a week before.

Contact:

HEIW.Communications@wales.nhs.uk

About us

We are a new NHS organisation established 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.

We are established as a Special Health Authority and sit alongside other Health Boards and NHS Trusts as the eleventh member of the NHS Wales family. The creation of the new organisation encompassed a number of predecessor organisations and associated functions including:

- Wales Centre for Pharmacy Professional Education
- Wales Deanery
- NHS Wales Education and Development Services

Updates in education and training

Annual education commissioning and training plan 2021-22

Our planning in HEIW is linked with academic cycles so we are always looking one year ahead. As a new organisation this is the second year we have developed the national education commissioning and training plan for our medical and health professional workforce, which is part of the vital pipeline of people into the NHS Wales workforce. Our recommendations have been informed by: health board and trust plans, wider workforce intelligence, national service challenges and priorities, needs of individual professions and occupations, and capacity within the system to support students and trainees.

Extensive engagement on the plan has shown widespread support for it particularly the development of the community and primary care workforce to support the shift of services from secondary care.

Recognising investment in training and education provides a valuable return on investment in a short space of time on graduation, our plans propose further increases in student and trainee places in a wider variety of areas including:

- health professional staff: adult and mental health nursing, paramedics, child nursing, midwifery, physiotherapy and healthcare sciences
- medical: emergency medicine, internal medicine, anaesthetics, intensive care, general surgery, paediatrics, urology, acute medicine, oncology and medical microbiology.

Following endorsement by the NHS Wales chief executives the plan was approved by the HEIW Board in July and has now been submitted to Welsh Government.

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

The future of health professional education

We have continued to engage with key stakeholders to further test the proposed themes of the new pre-registration education contracts as outlined in my **March 2020 bulletin**. This has helped us to make adjustments and ensure the future contracts better reflect the needs of healthcare services, students, patients and education providers.

This month we are holding engagement events with potential bidders to share the updated key themes prior to launching the procurement process in October 2020.

Phase one of the Strategic Review of Health Professional Education encompasses the majority of pre-registration education requirements for NHS Wales. However, we also have other specialist pre-registration and post-registration programmes and will be reviewing these as a separate procurement process (phase two).

As with phase one, we will undertake significant research and engagement to establish if the current programmes best meet the needs of healthcare services, patients, students and education providers. Or, if we should look at decommissioning, expanding or introducing new programmes to meet those needs. Updates on this work will follow over the next few months.

For further information on phase one or two contact Gemma.Roscrow@wales.nhs.uk for procurement queries and Martin.Riley@wales.nhs.uk for HEIW queries.

Workforce developments and updates

Workforce strategy for health and social care

Covid-19 has reinforced and restated the importance of developing a sustainable approach to the health and care workforce, and has enabled us to make progress on some of the key themes and priorities more quickly than anticipated, in particular:

1. workforce and workplace wellbeing and experience
2. cultural change through building compassionate and collective leadership capacity
3. the importance of workforce intelligence systems to support effective workforce planning across secondary, primary and community care
4. the development and commissioning of education that meets the new normal and promotes the development of new roles, interprofessional learning, multi-agency learning and blended delivery approaches using digital technology.
5. building a range of 'grow your own' schemes where people can earn as they learn; establishing new enhanced career pathways; encouraging movement between professions and roles.

We and our colleagues in Social Care Wales are continuing to build the key commitments and actions into our plans – with an immediate focus on the Winter Protection Plan. For further information contact: Angie.Oliver@wales.nhs.uk

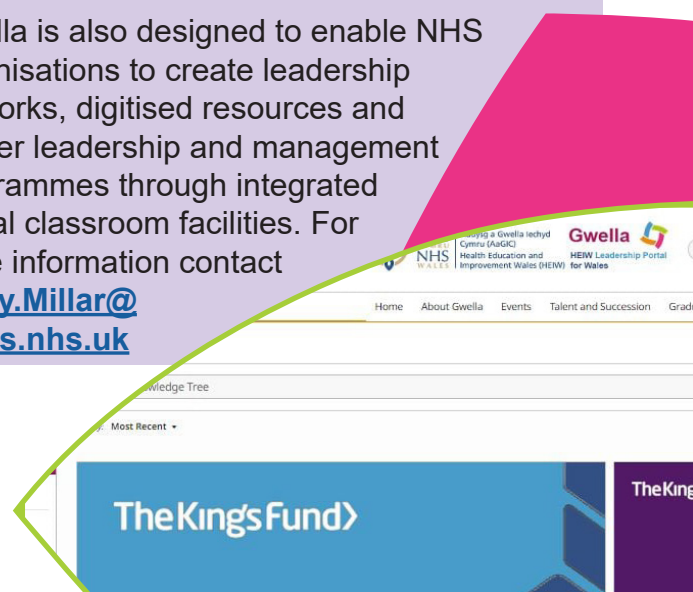
Compassionate and collective leadership in practice

Over the last few months, it has been amazing to see so many examples of compassionate and collective leadership in action at all levels. Here's an update on progress with our leadership and succession programmes for the NHS: [Gwella leadership portal](#).

Last month we launched 'Gwella' the leadership portal for Wales and were overwhelmed by the positive response from across Wales. This bi-lingual portal is available to anyone with an interest in leadership. It provides access to a wide range of compassionate leadership and management resources curated from Professor Michael West, The Kings Fund, Open University and colleagues across the UK.

Gwella is also designed to enable NHS organisations to create leadership networks, digitised resources and deliver leadership and management programmes through integrated virtual classroom facilities. For more information contact

Emily.Millar@wales.nhs.uk



A festival of leadership and learning

Talentbury – a four-day festival of leadership and learning, will be launched by Dr Andrew Goodall (CEO, NHS Wales) on 21 October 2020. The festival, for emerging executive leaders in NHS Wales, will include an exciting array of interactive leadership webinars from key-note speakers, plus opportunities to engage in workshops aimed at co-producing the HEIW leadership development opportunities required to support aspiring executive directors within NHS Wales.

Attendees will need to have been nominated from their respective NHS organisations to attend. Further details will be available soon via our website and social media platforms. For more information contact jackie.parsons@wales.nhs.uk or helen.thomas30@wales.nhs.uk.

NHS Wales Graduate Management Programme

We are very pleased to be launching the new NHS Wales Graduate Management Programme in September 2021. The design principles of this programme have been co-produced with health boards and trusts and all NHS Wales organisations will be participating in the new programme.

Marketing and recruitment to the Graduate Programme will commence October 2020 – February 2021. It is a 2-year programme that includes a fully funded Masters degree. For more information contact emma.barnes-lewis@Wales.nhs.uk.



Workforce planning in primary care

For an update on what we're doing in primary care please have a look at our **Primary Care Workforce Bulletin**. The first edition has just been released and you can find it on our website. Please share it with your colleagues and if you'd like to join our primary care mailing list let us know by emailing: HEIW.Communications@wales.nhs.uk

Creating career pathways

Work on the All Wales Learning and Development Framework for clinical practitioners is progressing well. The framework will ensure clinical practitioners such as nurses, therapists and pharmacists have a consistent and inspiring career pathway from qualification onwards, like doctors and dentists. It will identify the core skills, learning and experience needed following qualification for staff to develop further and practice at higher levels. Importantly, it will guide and support flexible career development opportunities.

The guidance within the framework will also help with planning and running agile healthcare services which meet the changing needs of patients. Using the framework, managers will be able to easily identify the specific skills and competency level of staff. On identifying this level, managers will be able to deploy staff where their skills and experience will be fully utilised and provide patients with the best care possible.

To develop this framework we've brought together professionals from a number of areas including experts who can identify the exact skills and competences required for each level. In August we held an engagement event with colleagues from the NHS to share the work undertaken so far and to gain their views and comments. Discussions at the event were very positive and feedback given is being used to shape the framework further. For more information contact: Gail.Harries-Huntley@wales.nhs.uk.

Transforming the mental health workforce in Wales

To support the delivery of the Welsh Government's strategy '**Together for mental health**' - improving mental health and wellbeing across Wales - we are leading the development of a mental health workforce plan with Social Care Wales. Work has already started with partners and stakeholders to create an overview of the current mental health workforce across Wales and identify areas of best practice and where positive changes are already underway.



University. This cohort of trainees are due to complete their training soon and further cohorts are planned for early next year. For more information contact: Kerri.Eilertsen-Feeney2@wales.nhs.uk.

Nurse Staffing Programme

The All Wales Nurse Staffing programme and team have now joined us here in HEIW. The programme supports health boards/trusts to comply with the Nurse Staffing Levels (Wales) Act.

Within the programme there are five workstreams representing the following speciality areas: adult medical and surgical inpatients, paediatric inpatients, mental health inpatients, health visiting and district nursing.

Each workstream is made up of representatives from across Wales.

Together with key stakeholders they are creating evidence-based guidance to support health boards and trusts to ensure that they have the right number of nursing staff to meet the individual needs of patients.

For more information contact: Joanna.Doyle2@wales.nhs.uk.

National Endoscopy Programme

As part of the National Endoscopy Programme we are leading on workforce development and training to increase the number of skilled endoscopists available in Wales. This is critical to meet growing demand and improving diagnostic rates and treatments particularly for suspected cancer patients.

In March 2020 clinical endoscopy training, funded by HEIW, commenced at Swansea



Healthcare Science and Allied Health Professions programmes come to HEIW

In October, we will be welcoming the National Healthcare Science Programme team to HEIW from the NHS Wales Health Collaborative (NHSWHC) and formerly establishing the National Allied Health Professions Programme in HEIW. The programmes have been established to support the achievement of the vision for the healthcare science (HCS) and allied health professions (AHP) as set out in **'Healthcare Science in NHS Wales –**

Looking Forward' framework, and the **'Allied Health Professions Framework for Wales: Looking Forward Together'**. The programmes will support the modernisation and development of the HCS and AHP workforce so they are best equipped to contribute to modern healthcare services and provide care that meets the needs of patients. This work closely aligns to the work and role of HEIW and bringing these programmes together in HEIW means we're able to pool valuable knowledge, skills and resources in one place and push forward faster the transformation of these professions and the care they provide.

Contact: **Wendy.Wilkinson2@wales.nhs.uk**

Looking after ourselves so we can look after each other

The wellbeing of the NHS workforce continues to be front and centre of all our thinking. Action from the draft workforce strategy has already been taken around staff health and wellbeing, and Covid-19 has escalated our work. Here is an update on work we've been doing:

Free Samaritans wellbeing support line

In collaboration with Welsh Government and the Samaritans, we recently launched a new confidential wellbeing support line for NHS and social care workers in Wales. The free wellbeing support line is for anyone who might be feeling worried, stressed or overwhelmed, or just needs to talk things through after a busy shift or long day at work. All calls are answered by Samaritans volunteers, who are trained to listen without judgement and offer confidential emotional support.

The English language support line is available every day 7am-11pm on 08004840555.

The Welsh language support line is available every evening 7pm-11pm on 08081642777.

All Wales staff health and wellbeing resource has moved

The All Wales staff health and wellbeing resource 'Compassion starts with me' has moved to a new

permanent location on our [website](#) providing access to a range of wellbeing information, toolkits and guidance to support health and wellbeing.

How data analysis helps to keep our BAME colleagues safe during Covid-19

Our workforce data analysis team have been working closely with colleagues in NHS Wales Shared Services Partnership and the Covid-19 BAME Risk Assessment Sub-group to support our colleagues from BAME backgrounds during Covid-19. Evidence is showing our BAME colleagues are at a higher risk from Covid-19 than others and we're working together to do what we can to help reduce this risk.

As part of their work the team have created an interactive analysis tool. This tool analyses the answers people submit when completing the all-Wales Covid-19 workforce risk assessment tool to help NHS Wales understand what actions can be introduced to help our BAME colleagues.

Support for provisional pharmacy registrants

Due to Covid-19, there have been many challenges faced by the pre-registration pharmacist cohort of 2019-2020, not least the delay of their registration. Our pharmacy team have created a resource and forum page to support provisionally registered pharmacists working in any pharmacy sector in Wales, and/or living in Wales, who are working towards registration, during the period August 2020- July 2021. Further details on the resources and how to access them can be found at <https://heiw.nhs.wales/news/heiw-pharmacy-provisional-registration-support/>.



Making NHS Wales the best place to work

Making NHS Wales the best place to work is a key commitment in the workforce strategy and critical to recruitment, retention and wellbeing. We have been working to support the early stages of developing an NHS Wales staff governance framework, which will set out the expectations staff can have of their employer, and the expectations the employer can have from their staff.

As part of this work, and on behalf of NHS Wales we are also looking at ways we can develop and establish an all Wales approach to involving colleagues in regular feedback, discussions and decision making. As evidence shows, regular feedback and involvement in decision making directly contributes to building and maintaining healthy positive workplaces. Work already underway includes:

Medical Engagement Scale (MES)

HEIW is supporting NHS Wales to facilitate the MES. Medical Directors have agreed October/ November is the best time for this to take place and we're supporting them with promotion and delivery of the MES within their organisations. For further information please contact james.moore6@wales.nhs.uk.

Healthier Working Relationships

We also have a leading role in the development and implementation of new approaches to NHS Wales "people policies". Following on from the new managing attendance at work approach, we are supporting the amalgamation of grievance and dignity at work processes into a positive healthier working relationships approach. With a focus on supporting and positively challenging each other to deal with issues as early as possible, we hope this approach will mean the use of policies such as the Respect and Resolution Policy will decline considerably. We're currently supporting (including training and awareness) organisations and trade unions to be ready for a launch of the approach later this year. For further information please contact james.moore6@wales.nhs.uk.

