

Stakeholder bulletin

Spring 2021



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WALES

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



Dear Colleague,

Welcome to our Spring HEIW Bulletin, bringing you updates and news from the last few months.

Despite the difficult and uncertain circumstances that we have all been working through there is still plenty to talk about – it's a really busy time of year in the education planning cycle across all professions and we are launching our Compassionate Leadership Principles later this month. We also launched our new website in April which I hope will make it easier for you to find more information about the topics covered in this issue.

Best wishes,



Alex Howells
(Chief Executive, HEIW)



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. We are a Special Health Authority, one of the twelve statutory NHS bodies in Wales.

Appointments to Team HEIW

New Director Nurse and Health Professional Education

We are pleased that after a comprehensive selection process, we have offered the role of the Director of Nurse and Health Professional Education to Lisa Llewellyn. Originally from Wales, Lisa has most recently been the Director of Workforce for the Suffolk and North East Essex Integrated Care System, which was a joint post for the Clinical Commissioning Group and Health Education England. Prior to that Lisa was Director of Nursing and Clinical Quality in the North East Essex Clinical Commissioning Group for six years, including four years as Deputy Chief Officer. Lisa started her career in the NHS as a Registered Nurse, then qualifying as a Registered Midwife and later as a Registered Health Visitor so brings a wide range of clinical knowledge into the role, as well as broader experience of working on multi professional and population health challenges, including in primary care and mental health. Lisa will be starting with us on 1 June to allow a month's handover from Angela Parry who has been our interim Director of Nursing since June 2020. We remain incredibly grateful to Angela for the professional support and leadership she has provided during what has been a very challenging time, and for becoming such a valued member of the Executive Team and Board.

New Head of Science Transformation

We continue to expand the HEIW family to ensure a broader understanding of our multi professional workforce requirements. We are pleased to announce that the Head of Science Transformation post has been successfully filled by Dr Sarah Bant who is an audiologist currently working in Betsi Cadwaladr University Health Board. Sarah will have a pivotal role in working with the service to support the strategic management and implementation of the Healthcare Science framework. She takes up post on 17 May 2021.

Head of Optometry Workforce Transformation

Nik Sheen has been appointed permanently as Head of Optometry Workforce Transformation. Nik has worked with us on a part-time basis for a number of years. We also welcome our new colleagues within optometry transformation, Rebecca Bartlett who joins us as a Low Vision Training and Education Tutor, and Laura Heylin and Sasha Macken who join as Training and Education Regional Tutors.



Infection Prevention and Control (IP&C) Programme Lead

Lisa Duffy has been appointed as the IP&C programme lead. Lisa is joining us in May from Swansea University where she currently lectures on Infection Prevention and Control. She previously worked in Swansea Bay University Health Board as a specialist Infection Prevention and Control nurse.

Lisa's remit will include transformation of the specialist IP&C workforce and reviewing the current education provision for the specialist workforce who currently have to travel outside Wales for their education. This is a really important agenda as we emerge from the pandemic and build the learning and resilience that we need in this critical service.



Medical Deanery appointments

Martin Edwards has joined us as a Deputy Director of Secondary Care and Paul Emmerson as Head of Psychiatry.

Reset and Recovery

A clear route map for 2021-22 and beyond

We have identified an ambitious set of objectives and actions for this year to ensure that we are able to play our part in the Reset and Recovery agenda, as well as to continue to make progress in relation to our aims and delivery of core functions. Next month, our Board will be asked to approve for submission to Welsh Government the draft HEIW Annual Plan for 2021-22. With Social Care Wales, we will shortly be publishing the next 12-months Workforce Strategy Implementation Plan, focussing on those areas which will support Reset and Recovery as well as key system priorities. Our look back at the first six months of implementation of the ten-year Workforce Strategy for Health and Social Care (October 2020 to March 2021), focussing on supporting the pandemic response, will also be published in the coming weeks.

Health and wellbeing update

As the NHS resets, the wellbeing of our workforce continues to be a key focus of attention and we continue to review and curate [health and wellbeing resources](#) and signpost to these on our website. [Our Wellbeing Matters](#) and [Manager Wellbeing Matters](#) products have been highlighted in the Institute of Health and Social Care Management Workforce Wellbeing Guide and a workshop was delivered at their recent Workforce Wellbeing Conference. The Welsh NHS Confederation developed a briefing: [Supporting Welsh NHS staff wellbeing throughout COVID-19](#) which highlighted our health and wellbeing initiatives. Raising awareness and ensuring ease of access to the varied resources available will be a priority over this next phase.

Supporting community pharmacists to give the COVID-19 vaccination

Our Pharmacy team have been working with Public Health Wales to ensure an appropriate accreditation process is in place to enable community pharmacists to give the COVID-19 vaccination. We have designed an online self-assessment tool and accreditation process through the National Enhanced Service Accreditation (NESA) hub on the [HEIW pharmacy website](#) and Learning@NHSWales. This provides community pharmacists with access to the eLearning COVID-19 vaccinator competency assessment tool and the means by which to self-assess their competence. On completing the assessment tool they then submit an online self-declaration form on NESA to be processed and added to the list of people eligible to vaccinate.

Remote Consultations

Triggered by COVID-19, we undertook a scoping exercise to establish what remote consultation training was available and to identify any gaps. We worked in partnership with TEC Cymru to develop a [central repository of best practice resources hosted on the TEC Cymru website](#). This can be easily accessed by all healthcare professionals across Wales.

We found numerous published documents outlining key principles for clinicians when providing remote consultations. We have used these to draft 'high-level principles' aimed at all healthcare professionals and these will be available to access from the HEIW website shortly.

Critical Care

We are funding two Transformation Workforce Facilitators to support Critical Care within NHS Wales during this Reset and Recovery period.

The remit of the posts will include identifying opportunities for:

- wider workforce training and education to support the critical care workforce for the future
- developing new workforce models/change skill mix to support alternative ways of working.

The two posts will be going out to advert very soon, HEIW are excited about the prospect of supporting and working with our critical care colleagues on this important agenda.

Wales COVID-19 practice learning recovery resources for students

HEIW continues to work with key stakeholders to co-produce practice learning recovery resources that are enabling students' continuation on healthcare programmes throughout the pandemic. These resources are housed within a ['COVID-19 playlist' available on HEIW webpages](#) and disseminated to university, service and other stakeholder organisations.

For more information please contact [Simon.Cassidy@wales.nhs.uk](#).

Our work in this area continues to move at pace with several important developments since our last bulletin. We've included highlights below; if you would like more information please email the Leadership Team - [HEIW.Leadership.Programme@wales.nhs.uk](#).

Leadership Development and Succession Planning

Compassionate Leadership Principles

Following two rounds of consultation and with the help of our partner Academi Wales, the [Compassionate Leadership Principles](#) were launched by HEIW and Social Care Wales on 12 May 2021. The launch comprised of [short videos](#) followed by a series of 'spotlight' sessions commencing next month aimed at bringing the principles to life through webinars, case studies, blogs and other resources. These important resources will help embed Compassionate Leadership across Health and Social Care in Wales, will be used to underpin leadership development activities and to grow vibrant communities of compassionate leaders. We are grateful to everyone that has contributed and helped shape the final principles.

NHS Wales Graduate Management Programme

Recruitment to the re-established NHS Wales Graduate Management Programme has recently concluded with the appointment of 21 Graduates. The Graduates will commence across the 13 NHS Wales organisations in September, but will participate in orientation and learning about NHS Wales through a series of virtual 'Meet the Leaders' events with the Chief Executive Officers (CEO) before then.

Establishment of the NHS Wales Talent Board

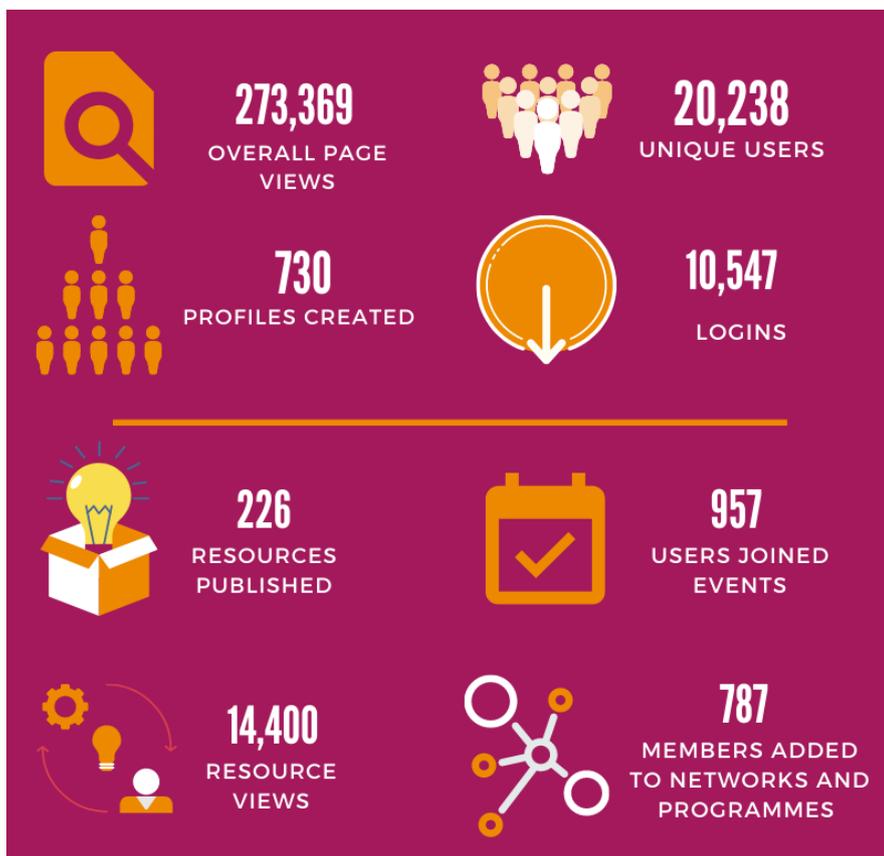
The national Talent Board, chaired by Dr Andrew Goodall, held its second meeting in May 2021. The focus of the board is on a collective approach to the development of individuals with the potential and desire to take on Executive Director and CEO roles, ensuring that we have a healthy pipeline of senior leaders for the future. It is supported by a Talent and Succession Operational Group, with clinical, professional and organisational

membership from across NHS Wales. The board has signed off an Executive Success Profile and is overseeing a programme of support for the first "talent management cohort" who have been nominated by their organisations. This programme includes executive mentoring, master classes and leadership development programmes.

Gwella Digital Leadership Portal

The Gwella digital leadership portal continues to provide access to a range of bilingual digital leadership materials, resources, networks and is a key enabler to supplementing formal leadership development at all levels across NHS Wales. The platform's accessibility from non-NHS systems and 24/7 availability has made it attractive to staff and was supplemented with the integration of virtual classrooms during the pandemic influencing new ways of providing education and training. The extensive use of Gwella can be seen from the statistics below.

[Transcription available.](#)



Most NHS Wales organisations have established their own 'landing page' on Gwella, customised to reflect their organisational leadership requirements. The virtual classroom functionality has enabled leadership master classes and conferences to be provided over the last 8 months. The portal's accessibility work programme is almost complete ensuring Gwella is fully accessible to all.

Multi Professional Priorities

Simulation

The team continue to be busy meeting with simulation colleagues from across Wales to find out about all the amazing simulation that's being delivered. We're slowly but surely building our links and getting to know the Welsh Simulation Community. Should you want to make contact please don't hesitate and email us on HEIW.Simulation@wales.nhs.uk.

We hold three-monthly webinars, so far they have been invaluable in hearing what it is that the Welsh Simulation community need, and we are holding a one-day online conference 'Celebrating Simulation in Wales' on the 30 June 2021. More details are to follow so watch this space.

It is clear from the work to date that simulation and clinical skills technicians want to come together to share their experiences, knowledge,

and skills and we will use this information to ensure inclusivity of technicians into the Welsh Simulation Strategy.

The Simulation Team have also been meeting with Senior Nurses from the Health Boards across Wales and a Delphi study is underway to refine and reach consensus about an All Wales definition of Simulation-Based Education.

The team has recently launched its webpages, which we hope will soon be the one place to go for information, networking and showcasing of the simulation-based activities happening in all parts of Wales. The webpages aim to bring educators and learners from across healthcare training together to share ideas, develop teaching and training skills and learn how best to deliver a standardised simulation-based education. Making simulation increasingly accessible is currently a key area of focus for the team and we hope that the connectivity of the webpages can assist with this.



Apprenticeships

Soon after Welsh Government became the Issuing Authority for Apprenticeship Frameworks in Wales, it was agreed that HEIW would become the Development Partner for Healthcare Sector apprenticeships, and the leading authority for vocational health workforce learning and development in NHS Wales.

In January 2021 we established a Steering Group to oversee this work, with broad representation from Welsh Government, Qualifications Wales, NHS Wales, the Independent Sector, Social Care Wales, Further Education Providers, and Independent Training Providers.

The Steering Group has met twice and is focusing initially on reviewing the following Apprenticeship Frameworks as they contain out of date qualifications:

- Maternity and Paediatric
- Peri-operative
- Healthcare Support Services
- Occupational Therapy

We are grateful for the full engagement of colleagues from across NHS Wales and hoping the updated Frameworks will be available to learners in the summer. HEIW also continues to support organisations to develop collaborative models of apprenticeship delivery for the highly specialist Health Frameworks which attract smaller numbers of learners e.g. Healthcare Science or sit within one organisation e.g. Wales Ambulance Services Trust.

Transforming Education and Training in Primary and Community Care

We are continuing to shape our role in developing a sustainable approach to multi professional education and training in primary care, working with local partners to build on the good practice that has already been developed in the form of primary care academies. We published a vision paper in January following engagement events in the autumn and are now working up practical frameworks and plans to focus on:

- developing and supporting trainers on a multi professional basis
- improving access to clinical placements for learners at various stages and across professional groups
- implementing a consistent approach to educational content and standards.

This is a fundamental building block for the Strategic Programme for Primary Care, and we are learning from our experience in managing the GP training practice model, as well as models from across the UK.

For further information please contact Krysia.Groves@wales.nhs.uk.

Integrated Collaborative Decision Making (ICDM)

Prudent health care principles rely on practitioners doing only what needs to be done for patients and service users – not “over managing” risk as this can lead to more harm than good. We have run a training programme aimed at developing these Integrated Collaborative Decision-Making skills for a number of years, but in order to increase the impact of that we have appointed four ICDM Regional Leads who will take up their positions in May. The four individuals are:

- Daryl Harris who is a Clinical Psychologist
- Amanda Portlock who is an Occupational Therapist
- Jane Imperato who is a Health Visitor
- Amanda Rutter

It is essential that this training takes place in the right culture and environment and so two workshops are being held with senior leaders from NHS Wales to explain the potential benefits of this approach in helping to deliver “Prudent in Practice”. For more information please contact heiw.edcommissioning@wales.nhs.uk.

Developments in Health Professional Education Programmes

Strategic Review of Health Professional Education Phase 1

HEIW has been putting in place plans to transform the Health Professional Education in Wales in collaboration with University Partners and NHS colleagues, and embed key themes including widening access, education closer to home, inter-professional education, Welsh language, compassionate leadership and the digital agenda in a new and innovative contract. We are at a critical stage of evaluating the tenders that have been received. Throughout March and April, the bids received from Universities have been evaluated by a team of over 150 specialists representing Health Boards and Trusts, Social Care, Healthcare Professionals, recent former students, Service Users, Educators and commissioners. The decision-making process involves HEIW, NHS Wales Shared Services Partnership and Welsh Government, ultimately notifying the outcome in June. The new programmes will begin in Autumn 2022.

For more information please contact Martin.Riley@wales.nhs.uk.

Graduate Recruitment

The Welsh Bursary Policy has a two year “tie in” to employment in Wales which commenced with the graduating cohort in 2020. We are grateful to support from all partners in helping us design ways of ensuring that we provide opportunities

for all of our bursary graduates, and that has been particularly challenging given that both the 2020 and 2021 graduations have been affected by the pandemic. We have tried out a “free market” approach as well as streamlining – and there is a lot of learning for us to consider as we evaluate this and develop our approach to graduate recruitment for 2022. It is clear that there is not a one size fits all solution – but whatever solution we develop needs to ensure there is maximum matching of students funded by NHS Wales into job opportunities in health and social care in Wales.

Developing the HEIW Education and Training Plan 2022 – 2023

We are currently developing the 2022 – 2023 Education and Training Plan that will identify the undergraduate and postgraduate training requirements for health professionals in Wales. The planning process has considered a wide range of workforce information including the current training pipelines, training capacity within the services, workforce intelligence and information gathered from organisations through their Annual Plans and education commissioning requirements. The plan will also consider the impact of Covid and the requirements of the planned recovery following the pandemic, as well as link closely with the Strategic Review of Health Professional Education. The aim of this year’s plan, due to be completed by the end of June, is to continue to maximise the growth in the supply of the future workforce.



Updates from Medical, Pharmacy and Dental Deaneries

Supporting the dental workforce through the pandemic and beyond

One of the new ways of working that has been introduced to respond to the pandemic has been the 'Attend Anywhere' (new digital technology) remote consultation platform. Dr Dan Naylor, a practising dentist has been using the software in his practice for some time and has been commissioned by us to provide training. To date 287 delegates have attended live online sessions providing a detailed overview of how to maximise the use of the platform to engage with patients remotely.

We are exploring with Dr Naylor, further expanding the use of this technology to deliver live remote appointments on dietary and oral health advice and preventive interventions to patients.

We have also been working with Welsh Government and Dental Public Health Wales to test out the use of specific clinical pathway frameworks. These 'care pathways' in periodontal (gum) disease and caries (decay) offer guidance for dental teams to focus on stabilising patients with active disease through joint decision making and securing patient engagement which will be to be utilised as part of the whole system reform of NHS dental services.

Developments in Postgraduate Medical Education

We are continuing to support and offer professional development to our network of Faculty Leads across NHS Wales as well as looking to see how we can improve out interaction with medical trainers and stakeholders. One of the newer initiatives underway is the roll out of a communication strategy which includes a series of regular bulletins to trainers and stakeholders, presentations to key stakeholder groups and social media content. The bulletins aim to provide bite sized chunks of information on specific elements of trainer recognition and can be accessed via the HEIW website page - <https://heiw.nhs.wales/support/support-for-trainers/>.

We have integrated a new Trainer Declaration area into MARS, (Medical Appraisal & Revalidation System), something which is unique to Wales. This declaration comprises eight easy to complete questions which will support a discussion about an appraisee's educational role as part of whole practice appraisal thereby informing where further support and development may be required. The appraisal meeting will continue to be a confidential process between the appraisee and appraiser, with the declaration data being an important part of quality management

and improvement processes around Trainer Recognition.

We are also providing development opportunities for trainers after undertaking a trainer development needs analysis in Summer / Autumn 2020. The Spring Webinar Programme for trainers are running between April and June 2021 and will focus on the topics identified as priority learning needs, including wellbeing and supporting trainees, providing effective online teaching and delivering constructive feedback. Work is also underway to develop induction for new trainers.

If you require any further information on the Trainer Recognition process please email HEIW's Quality Unit at HEIW.SRE@wales.nhs.uk.

2021 GMC National Training Surveys

The 2021 GMC National Training Surveys opened on 20 April 2021 and will run until 18 May 2021. This includes a survey of Doctors in Training and a Trainer survey, as in previous years, and these are designed to give us an idea of how training is perceived as well as providing us with information about learning environments, supervision and support.

Once the survey results come in, the HEIW Quality Unit will review the feedback in order to share good practice or make improvements where required. If you would like to review results for yourself, the 2020 Training Survey and all past surveys, can be found at <https://www.gmc-uk.org/education/how-we-quality-assure/national-training-surveys>.

Alternatively, if you would like further information on the surveys or how HEIW works with LEP's in order to ensure high quality training in Wales then please don't hesitate to contact us at HEIW.QA@wales.nhs.uk.

Transforming Pharmacy Education and Training

The pharmacy regulator, General Pharmaceutical Council (GPhC), are making major reforms to the undergraduate and early postgraduate education and training of

pharmacists across the UK. Implementation of the changes will start in August 2021.

As our population grows, and more people live with long-term conditions, the demands and expectations on our pharmacy services are changing and increasing. In recognition of this need, the implementation of the reformed initial education and training (IETP) standards for pharmacists will produce pharmacists with enhanced clinical skills and independent prescribing (IP) status, more quickly than at present. This means that pharmacists will be able to offer patients enhanced medication care from the point of registration as part of a wider multi-disciplinary team.

What's more, it will also give new & existing pharmacists the skills and experience to improve health and wellbeing, prevent illness and support people to live well with existing long-term conditions. Patients will be supported to make choices about their medicine care plans and stay independent with access to the right care, in the right place, at the right time. More pharmacists will be able to directly prescribe a range of common medicines to patients.

This visionary and innovative change to the HEIW pre-registration pharmacist year in 2019 laid the building blocks for implementing the new GPhC standards. HEIW will work in partnership with our Welsh Schools of Pharmacy to ensure we have a premium offering to students who come to train, live and ultimately work in Wales. This will include increasing the amount of experiential learning available during the 4 years of the Pharmacy (MPharm) degree.

Enhanced clinical placements at quality assured locations within the MPharm degree will ensure that students apply their academic learning to practice from the earliest point in their careers. This will then lead into their final fifth year of foundation training which will be managed by HEIW and then to registration to practice as an Independent Prescriber.

Alongside the changes for pharmacists' initial education, we are committed to supporting our current pharmacists, pharmacy technician and pharmacy support

staff and will ensure all pharmacists in Wales identified as requiring an IP qualification have been safely and successfully trained to IP standards by August 2026.

HEIW will be providing a programme of learning for all sectors of practice to support the IETP reforms for newly qualified pharmacists as they exit their initial training from August 2022 onwards. If you have any questions please contact HEIW.IETP@wales.nhs.uk.



Leading National Workforce Transformation Priorities

Learning Disabilities Education Framework

HEIW is leading on the implementation of the Learning Disabilities Education Framework. The framework describes the expectations for provision of multi-professional education at foundation, enhanced and advanced levels of practice. The programme aims to ensure people with Learning Disabilities receive the best care across the health and care system by supporting health and care professionals to be more informed about the unique needs of people living with Learning Disabilities.

If you would like to be involved, or for more information please contact wendy.wilkinson2@wales.nhs.uk.

Update on Health Care Science (HCS)

Our work to implement the Health Care Science Framework has continued, with a focus on leadership development and capturing the innovation and transformation work delivered by HCS colleagues during the pandemic. We hosted our first programme webinar to celebrate the contribution of the amazing healthcare science workforce in the response to COVID-19 during Healthcare Science Week

2021. Speakers for the event included Dr Rob Orford (Chief Scientific Advisor for Welsh Government) and Dr Delia Ripley (Deputy Chief Scientific Advisor for Welsh Government), as well as a session on Compassionate Leadership



and an update from HEIW Careers team.

Transforming the Allied Health Professions in Wales

We are leading a comprehensive programme of work to transform AHP practice in Wales to support the implementation of the Allied Health Professions (AHP) Framework: 'Looking Forward Together'. Recruitment for key clinical lead roles with exciting national portfolios around Person-Centred Rehabilitation and Public Health / Prevention is expected by the end of the summer.

The initial two-year programme of work has been shaped by the recent publication of the Health and Social Care - COVID 19 - Looking Forward (2021) and the National Clinical Framework (2021), and is underpinned by the seven key themes of 'A Healthier Wales: Our Workforce Strategy for Health and Social Care'. Our early priorities include supporting COVID-19 Service Recovery & Reset; Advanced and Consultant practice; talent management and developing compassionate AHP leaders; workforce capacity and service planning.

We will be holding virtual stakeholder engagement activities starting in summer 2021, to provide an opportunity for stakeholders to contribute their thoughts, ideas and experiences to the programme and provide feedback on programme progress.

For more information please contact Wendy.Wilkinson2@wales.nhs.uk.

Mental Health

Since the engagement work undertaken in the Autumn, we have published a conference report which summarises all the rich feedback we had on key themes for the future development of the mental health workforce. Together with a workforce data analysis this information will be used to inform the development of a mental health workforce plan by the end of the year.

For more information please contact Kerri.Eilertsen-Feeney2@wales.nhs.uk.

Arts Therapies Event

We held our first Arts Therapies event, each day focusing on a different area, dance and movement, music, art and drama therapy showing how they are working to support services - have a look through the content - <https://heiw.nhs.wales/programmes/arts-therapies-event-2021/>. Over 1000 colleagues viewed the website.

Innovation in Challenging Times

Looking Forward, our virtual conference examined innovation during the pandemic and new ways of working, learning and training that we can look forward to incorporating into our usual activity.

Over 180 delegates, including medical trainers and trainees, participated in a full day of plenaries, workshops and poster presentations led by Dr Anton Saayman, Director of Educational Improvement. We were privileged to have more than 30 speakers and workshop leads presenting on topics including how training is adapting in response to COVID-19, showcasing trainee-led innovations in medical training and providing practical guidance and support via seven parallel workshops on training management and delivery. These included keynote speaker Professor Tony Young OBE, National Clinical Lead for Innovation NHS England and NHS Improvement, who gave a stimulating presentation on rapid clinical innovation.

Feedback on Looking Forward has been extremely positive with delegates valuing the opportunity to exchange ideas and share good practice, and including this from a trainee,

“Thanks for a great conference. It exceeded expectations. Undoubtedly the most smoothly run virtual conference I have seen since COVID started! Professor Tony Young was completely captivating.

The Looking Forward poster showcase is still available to view on HEIW’s website and the plenary videos will be hosted there shortly. For more information please contact HEIW.PGES@wales.nhs.uk

System Support

Revalidation Support Unit (RSU)

An updated version of the [Revalidation Wales site](#) was launched in December 2020. The site contains new content, is now available in the medium of Welsh and is compliant with the latest accessibility standards. Alongside this, we have launched a number of online educational resources including:

- CPD On Demand, which is a new open access service to enable viewers to watch a recorded learning event from a virtual delivery programme at their convenience. 11 recordings are currently available to view.
- VITALS series of short videos designed to provide bite size chunks of learning on key topics such as sepsis, transgender health, Orbit360 support and our new addition to the series, Anaphylaxis.
- five new CPD modules and completed the translation of over 40 free online modules through the medium of Welsh.
- two new resources for doctors and appraisers on returning to appraisal in the context of the pandemic and undertaking virtual appraisal
- a new Appraiser Skills Training module to replace face to

development of appraisers and appraisal systems across Wales with 80% of attendees saying they would change how they produce a summary based on the event,

The Professional Support Unit (PSU)

The PSU provides proactive and comprehensive support and guidance to doctors and dentists in training programmes and their trainers, to enable progression. Through 1:1 coaching, PSU works with the trainee to identify objectives for resolving training and personal concerns to mitigate the impact on trainee progress and patient safety. In more complex circumstances, the PSU refers the trainee to a specialist support service to improve well-being and performance. An integral part of core work for the PSU is the production and delivery of workshops to support trainees and trainers including:

- Developing Diverse Workforce for Global Diverse Patient Groups
- Mentor & Mentee Training
- Supporting Trainees (for trainers)
- Introduction to PSU Support (for trainees)
- Minimising Impostor Syndrome
- Crucial Conversations
- Exam Support Webinars (3 parts)

In November, we facilitated the first virtual annual Appraisal Quality Assurance exercise. This involved scoring anonymised appraisal summaries against a set of agreed quality criteria, in order to provide assurances regarding the quality of appraisals in Wales, as well as providing a learning and development opportunity for appraisers and appraisal leads. The event was a positive reflection of the work of the RSU and our partners in supporting the ongoing



As well as continuing to reinforce the key role that Education Supervisors, Faculty Leads, and Heads of Schools have in supporting trainees, the team has also led work to create a 'Welcome to Wales' e-book - a helpful guide for those new to Wales and to establish HEIW Trainee Inclusion Champions, using the HEIW Workplace Inclusion Champion scheme as a model. The HEIW Workplace Inclusion Champions work together to challenge inequality and discrimination within the workplace and create opportunities to promote equality, diversity and inclusion. The role of the Trainee Inclusion Champions will be to take this purpose forward in the context of trainee placements.

Further information is available at <https://heiw.nhs.wales/support/professional-support/>.

Access to Knowledge for our Workforce

The NHS Wales Library and Knowledge Service has been busy developing its website <https://www.nhswls.org/> to offer a service to NHS staff wherever they are based, whether in hospitals, GP practices and community settings. The website provides a single point of access for service information, allowing remote submission of literature search requests, library registrations and queries and making the latest opening hours and arrangements available for each NHS Wales library. A short introductory video is also featured which highlights service aims to support information needs for patient care, education and CPD, training and research, and provide facilities which offer a safe and quiet place to work and study.

Keeping connected

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 27 May 2021**
- **Thursday 29 July 2021**
- **Thursday 30 September 2021**
- **Thursday 25 November 2021.**

Our May meeting will focus on our performance during 2020-21 as well as our end of year reports.

We've missed you

During 2020 we paused our annual programme of stakeholder events and trainee/student roadshows in order to focus on our response to the pandemic. We are pleased to say that we are building plans to restart the programme in late summer, early autumn. Hopefully by then we may even be able to run some face to face rather than via virtual platforms. If there are any aspects of our business that you would be interested in hearing more about at these events please drop us an email HEIW.Communications@wales.nhs.uk.

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