

Stakeholder bulletin

Summer 2021



GIG
CYMRU
NHS
WALES

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



Dear Colleague,

The changes in the COVID position during the summer months gave us the opportunity to make some progress on a number of very critical workforce priorities including future plans and investment in education and training, as well as our involvement in various national programmes. We are keen to maintain this momentum but also recognise that with rising rates of community prevalence we must keep a focus on the pandemic, and how we can support front line staff and organisations in the response that will be needed during the winter months.

As ever, we also need to pre-empt the pressures and challenges facing our students and trainees – particularly our new starters – to ensure that they get the right experience at this critical time in their development. We want Wales to be a great place to train and we have no doubt we will all continue to work together to make that a reality.

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 12 statutory NHS bodies in Wales.

Education and Training update

Strategic review of health professional education phase one

In our [Spring bulletin](#), we mentioned we were currently evaluating the tender bids for the provision of healthcare professional undergraduate education. We are very pleased to have completed the commissioning process and the contracts have all been signed. This is the largest commissioning process we undertake and is worth in the region of £1bn over 10 years. The contracts, which support a variety of courses across a wide number of disciplines will help ensure a healthy pipeline of newly qualified staff for the NHS over the next decade. Full details are on our [website](#).

Strategic review of health professional education phase two

Work on phase two of the strategic review of healthcare education for Wales is underway reviewing education for healthcare support workers and a range of postgraduate programmes in more specialist areas. This will enable us to ensure that the skills and knowledge being developed are aligned with what the NHS needs.

The procurement process for the provision of Level 4 Health Care Support Worker (Nursing) Programmes by HEIW on behalf of NHS Wales is currently taking place. The engagement events held in August provided a good level of feedback on the proposed procurement of the Level 4 programme, and of a Level 5 20 credit module for Assistant Practitioners. The content of the Level 5 Assistant Practitioners module will be based on the core competencies approved by the All-Wales Directors of Nursing Group, together with additional locally agreed competencies relevant to the role.

With Genomics Partnership Wales we are currently carrying out engagement to inform the securing contracts for education modules to support the development of genomic literacy within the workforce.

For further information contact christine.love@wales.nhs.uk.

Fill rates and applications to training courses for 2021

In medicine we've had another successful year in terms of recruitment to our two-year foundation programme and to postgraduate medical specialty training with a 100% fill rate for the foundation and over 25 speciality programmes. We've also gone slightly over target for General Practice with 161 offers being accepted on a target of 160. A few areas continue to be a challenge in terms of recruitment and these will be reviewed as part of the 2023 Education and Training commissioning plan.

For 2021/22 we increased the number of pre-registration health professional training places by over 200. We will know the fill rates when the UCAS clearing process is completed. We are confident these will be achieved, given there has been a 27% increase in applications to NHS commissioned pre-registration healthcare professional programmes across Wales.

Annual Education and Training Plan 2022/23

Since the establishment of HEIW, in response to population health and health service needs, we have planned and implemented record increases in education and training. We are continuing this positive trajectory with the commissioning plan for next year. To deliver this plan, one of the main considerations has been the availability of clinical placements for student learning which has been exacerbated due to COVID. Despite this we have made a number of recommendations for increasing training numbers given the current workforce deficits and critical importance of continuing to grow the workforce. The Plan has been supported by our Board and has been submitted to Welsh Government for approval.



Changes to pharmacy education

In the last bulletin, we covered in some detail the changes being made by the pharmacy regulator to undergraduate and early postgraduate pharmacy education and training, and what this means for us here in Wales. As part of our work preparing for these changes we have developed a Strategic Outline Case (SOC) for the transformation to the Initial Education and Training Standards for Pharmacists (IETP). This was approved by our Board in July.

The 2021 foundation programme for trainee pharmacists has now been revised to incorporate the interim GPhC learning outcomes and the number of multi-sector training posts has increased. The 2022 foundation trainee pharmacist programme will be 100% multi-sector posts to enable the phased implementation of the IETP programme. Further information can be found on [our website](#).

A new post-registration foundation programme for September 2022 intake is currently out to tender and it is anticipated a provider will be secured by November 2021. This new programme will be underpinned by the Royal Pharmaceutical Society (RPS) agreed post-registration foundation curricula. This will support newly registered pharmacists across Wales

to achieve all the new initial education and training outcomes including independent prescribing accreditation at the point of completion.

Supporting the Return to Medical Appraisal

Our Revalidation Support Unit (RSU) has been working closely with key stakeholders across the four nations throughout the pandemic to respond to the changing needs and requirements of the regulator, service and profession. Last year we were able to offer the option of a supportive appraisal discussion offering a wellbeing focused appraisal. Over 2,500 doctors took advantage of this opportunity and feedback has been very positive.

From 1 April 2021 appraisal was reintroduced as a requirement for all, with the focus on wellbeing, support and any changes to practice as a result of the pandemic continuing. The RSU has developed resources for appraisees and appraisers on the topics of returning to appraisal, virtual appraisals and an introduction to coaching skills. For further information contact HEIW.RSURvQA@wales.nhs.uk.

Professional Support Unit, HEIW

The Professional Support Unit is continuing to support doctors and dentists in training across NHS Wales. We use a coaching approach and hold confidential 1:1 meetings with trainees to agree a tailored support plan, which might include referral to specialist services. We continue to deliver our workshops online and are now preparing to welcome new trainees by delivering sessions at inductions.

Further information is available via [our website](#), email HEIW.ProfessionalSupport@wales.nhs.uk or call 07900191933.



Transforming and supporting the workforce

Health and wellbeing

As autumn now approaches the pandemic continues to have an impact on the workforce across Wales. Ensuring we are supporting and looking after ourselves and each other is very important. Health and wellbeing resources for all continue to be available on [our website](#).

National Strategy for Consultant Pharmacists

We recently led a virtual event engaging pharmacy stakeholders in shaping plans for a [National Strategy for Consultant Pharmacists](#). The event focused on the rationale and benefits of having consultant pharmacists in Wales, the different delivery models for posts and how to adequately 'succession plan' for the next generation of consultant pharmacists.

Conversations continue with stakeholders and non-pharmacy professionals in September with a launch date target of January 2022.

Critical care workforce

Critical care has been at the forefront during the pandemic. As with some other areas of health, it is recognised there is a shortage of trained critical care staff. We are appointing two critical care workforce transformation managers to consider potential new roles, how to develop other staff who could provide a service in critical care, and the education of the band 5-6 workforce. We are also linked into the critical care work being led by Health Education England, part of which is to ensure non-critical care staff who supported critical care during the pandemic are able to maintain the skills they developed to provide a safe and flexible response to pressures in the future.

For further information, email kerri.eilertsen-feeney2@wales.nhs.uk.

Infection Prevention and Control (IPC)

This is another important area which continues to have a high priority as a result of the pandemic and we are leading on two key components of infection prevention and control work for our population. Firstly, an All-Wales Infection Prevention and Control (IPC) Training, Learning and Development Framework for Health, Social Care, Early Years and Childcare has been launched. The framework sets out the standards that should be used to inform practice of all members of care delivery teams in these areas and is now available as a resource via <https://heiw.nhs.wales/files/ipc-framework-final-nbsp/>.

To support the framework, an IPC Content Delivery Group has been established to co-ordinate the development of training and educational resources to ensure a once for Wales approach to IPC knowledge, skills and competencies. This education will apply to all staff other than the

specialist workforce. A supplementary Level 3 educational resource has also been developed, which includes behaviour change, championing and leadership, providing enhanced knowledge, understanding and application of IP&C. The 10-week online training programme is targeted at Ward Managers/Allied Health Professional leads and is currently being piloted across all health boards in Wales.



Secondly, we are reviewing the skill mix and current education provision for the specialist IPC workforce. A questionnaire will capture key IPC workforce information and task and finish work groups, with representation from the service and education, will ensure multi-professional engagement and consultation. The results will provide an evidential base against which to highlight current perceptions of what are the workforce shortfalls. In addition, the review will highlight developmental needs and innovative learning opportunities for IPC specialist teams.

For more information please contact Gail.Harries-Huntley@wales.nhs.uk.

Supporting the implementation of the Nurse Staffing Levels (Wales) Act

The Nurse Staffing Levels (Wales) Act places a legal duty upon health boards/trusts to have appropriate nurse staffing levels on wards to enable nurses time to

care for patients sensitively, therefore improving the quality of care, the experience and outcome for patients.

On behalf of NHS Wales, HEIW is responsible for the All-Wales Nurse Staffing Programme through which national tools and guidance are developed to enable health boards/NHS trusts to prepare for and meet the requirements of the Act and to follow the 'Once for Wales' approach. The programme has five workstreams, each of which is at different stages.

Here is a quick update on the progress of workstreams:

- **Adult workstream**

Each adult acute medical and surgical ward has recently participated in the bi-annual audit. The information gathered alongside information on quality indicators and professional judgement will enable health boards to calculate the nurse staffing levels to meet the needs of patients within adult acute medical and surgical areas and inform their workforce planning.

- **Paediatric workstream**

The nurse staffing legislation is due to extend to paediatrics on 1 October 2021 to ensure nurse staffing levels in this area are regularly reviewed and are appropriate to meet the needs of young patients and their families.

Following a similar approach to the adult workstream an evidence based workforce planning tool for paediatrics has been developed. We have also engaged with children, young people and their families to inform the creation of information leaflets and patient surveys to ensure they are suitable.

In preparation for extension of the Act, health boards are in the process of undertaking their first calculation of the nurse staffing levels for each paediatric inpatient wards.

- **Mental Health Workstream**

The mental health workstream continues to develop the Welsh Levels of Care for mental health - a national tool to measure patient acuity and dependency. A range of quality indicators will be developed, in collaboration with mental health nurses across Wales.

- **Health Visiting Workstream**

Following workshops with health visitors the Welsh Levels of Care tool for health visiting has been developed. The tool will enable health visitors to assess and evidence the family's level of need, alongside the nurse's professional judgement and a range of quality indicators to ensure staff levels meet the needs of children and their families.

- **District Nursing Workstream**

Following a series of events with district nurses from across Wales we have developed and piloted the first draft of the Welsh Levels of Care for district nursing. The pilot received a good response and feedback will inform any amendments required to the tool in preparation for further testing amongst district nursing teams across Wales. Through testing and refinement the tool will be able to evidence the needs of patients and the staffing levels required to care for patients. This information will enable health boards to plan and deploy the right number and skill mix of staff to meet the needs of this client group.

The nurse staffing programme webpage contains more information about the programme and the work of each of the workstreams. For further information [visit our website.](#)

For more information please contact [Joanna.doyle2@wales.nhs.uk.](mailto:Joanna.doyle2@wales.nhs.uk)



Developing the workforce for endoscopy services

Endoscopy capacity is a significant challenge within NHS Wales, affecting multiple patient services including cancer. The new Endoscopy Training Management Group (ETMG) will drive forward the education and training needed to support the development and expansion of endoscopy services. Chaired by Prof. Tom Lawson, HEIW Postgraduate Dean, the group will also include our newly appointed Clinical Leads - Dr. Neil Hawkes, Dr. Phedra Dodds and Dr. Jeff Turner.

The group will engage experts from across Wales to map existing education and training provision and agree both short term and longer-term education requirements, enabling the development of an efficient and effective Welsh approach to expanding endoscopy services. The aim will be to support a collaborative, joined up, flexible process to training, offering development opportunities to all endoscopy staff in Wales to enhance

delivery of services to all service users in Wales.

For further information please contact Rachel.mooney@wales.nhs.uk.

Mental Health

Work is progressing on the Mental Health Workforce plan, building on the initial engagement exercise with analysis of workforce intelligence across mental health services in Wales, and specific reports on the future direction of individual professions in the mental health field. The Plan will build on the themes and commitments in the Workforce Strategy for Health and Social Care. The timeline for the development of the plan is the end of 2021/2022.

As immediate priorities we continue to focus on three key areas, addressing the need for additional skills and education and broadening the range of professionals who can deliver specialised care.

- **Perinatal Mental Health:** We have completed a review of Level 3 training and agreed a programme structure and digital course materials to be adapted and made available online.
- **Children and Young People's Mental Health:** We are continuing with the development of the Infant Mental Health training with our combined Perinatal and Child and Adolescent Mental Health Service (CAMHS) group, mapping currently available education against the Advisors in Mental Health Services (AIMHS) competency framework. A CAMHS education mapping and framework exercise has been completed with a detailed report ready for wider circulation.
- **Psychological Therapies:** We ran a workshop in July to bring together representatives from numerous professions that deliver psychological therapies to explore common priorities and create a wider represented task and finish group to deliver solutions to these priorities.

For further information please contact Rachel.mooney@wales.nhs.uk.

Implementing the Allied Health Professions (AHP) Framework in Wales

After the success of our first AHP Programme webinar reaching over 160 participants across Wales and internationally, we are starting to plan our next one for the autumn. Providing an opportunity to share updates and support engagement with the AHP Framework Programme, this webinar will also focus on programme priorities including multi-profession person-centred rehabilitation, public health, prevention and early intervention, leadership development and succession planning and enhancing digital practice for AHPs. This diverse portfolio aims to add value to AHP practice through all Wales, multi-professional, whole systems transformation.

To encourage people to consider a role as an AHP and demonstrate the incredible diversity and complexity of AHP practice, the programme team are asking AHPs to be involved in developing a portfolio of job profiles. AHPs can participate by completing the Job Profile Survey on [our website](#).

This portfolio will be an incredibly valuable resource to support promotion and multi-professional awareness of the 13 individual allied health professions. The AHP programme team will be promoting AHPs as rewarding and accessible careers in Wales at the upcoming HEIW virtual careers event 'Careersville' in October.

For more information, please contact: HEIW.AlliedHealthProfessions@wales.nhs.uk.

Supporting urgent and emergency care

As part of the National Programme for Urgent and Emergency Care, a workforce enabling workstream, chaired by HEIW, will identify those workforce priorities requiring action at a national or collective level, using our specialist functions to support workforce, training and organisational development in urgent and emergency care. A stakeholder workshop, hosted by Welsh Government, is planned for early autumn, date and details of which will be confirmed in due course.

For more information please contact lisa.bassett3@wales.nhs.uk.

Spotlighting a rewarding career in Healthcare Science

We have developed an ['Introduction to a Career in Healthcare Science' infographic](#) and [animated CV](#) with the professions across Wales showing the wealth and breadth of the Healthcare Science (HCS) profession in Wales.

With the Welsh Government Transformation Team, Gwent Regional Partnership

Board and through the wider NHS Wales Innovation leads group we commissioned Swansea University to undertake a thematic analysis of the Healthcare Science workforce survey data. A dedicated HCS chapter within the [NHS Wales COVID-19 Innovation and Transformation Study Report](#) examines the innovations and transformations undertaken by the HCS profession across Wales and will ensure we learn from this work for the continued improvement of diagnostics and scientific services, and to deliver better outcomes for patients. Data has been collected in a range of ways to ensure outcomes can be validated, and the most effective transformations are retained for the future. The report was published on 23 June 2021.

For more information please contact

Maria.Edwards2@wales.nhs.uk.



Regulatory landmark for Pre-Registration Nursing, Return to Practice and Non-Medical Prescribing programmes in Wales

August 2021 marked the completion of Nursing and Midwifery Council approval processes for all Welsh University pre-registration Nursing, Return to Practice and Non-Medical Prescribing programmes. Several common documents and processes developed following key stakeholder engagement across Wales, have now been formally ratified and embedded within relevant programmes.

The first cohorts of students have already embarked on future nurse pre-registration programmes, which will enable students to develop the necessary proficiencies, skills and procedures required to meet the healthcare needs of the population.

The common elements have also paved the way to prepare practice supervisors and practice assessors to support students across multiple programmes including nursing, midwifery, prescribing, specialist community public health nursing, and the specialist practitioner qualification.

We have been working closely with universities, health boards and trusts, independent sector organisations, students, Chief Nursing Officer for Wales, the Royal College of Nursing and other key stakeholder groups to advance this work.



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LABORATORY SCIENCES
These roles include testing patient samples to ensure the best care; urgent blood cross-matching; genomics sequencing; testing for dangerous viruses and cancer diagnosis.

BIOINFORMATICS
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IMAGING SCIENCES
Diagnostic radiographers generate, collect and analyse images, including things that the eye cannot detect. Therapeutic radiographers treat patients for cancer using technical and patient care skills.

PHYSIOLOGICAL SCIENCES
Scientists use specialist equipment, advanced technologies, and a range of procedures to aid diagnosis and rehabilitation in a range of conditions. Staff are based in hospitals or clinics, and work with patients of all ages.

PHYSICAL SCIENCES & BIOMEDICAL ENGINEERING
Staff in this area research, develop, test, maintain and apply specialist equipment for patient diagnosis, monitoring and/or treatment.

Our workforce play a key role in improving patient care

ROUTES INTO A HEALTHCARE SCIENCE CAREER

WORK BASED LEARNING
Employed Training Route

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OR
Practitioner Training Programme

POSTGRADUATE DEGREE
OR
Scientist Training Programme

Healthcare Scientists are **5%** of the workforce, and are involved in **80%** of all the clinical decisions in the NHS, developing innovative clinical and technological advancements.*
We are clinical, we research, we innovate, we educate, we improve, we lead!

A VALUED WORKFORCE

For more information visit:

www.hei.w.nhs.wales/transformation/healthcare-science-cymru



The Nursing and Midwifery Council (NMC) Future Midwife proficiencies were published in October 2019 and universities and practice partners will also be embarking on NMC midwifery programme approval events from November this year. The NMC are also currently reviewing recent consultation data on post-registration standards to modernise community and public health nursing standards.

For more information please contact Simon.Cassidy@wales.nhs.uk

Ensuring opportunities for Healthcare Support Workers

The outcome of consultation on the Healthcare Support Services Apprenticeship Framework review will be signed off by the Apprenticeship Steering Group this summer. This will ensure Healthcare Support Workers (HCSW) are undertaking the most up to

date qualifications, developing the skills, knowledge, competencies and confidence to deliver high quality care. In addition, HCSWs will gain accredited qualifications which are valuable to them as individuals. Plus, investment in apprenticeships will support staff retention and allow staff to progress further in their careers.

Have your say – Review of the Perioperative Support Apprenticeship Framework

We are also currently consulting on the Maternity and Paediatric Support Apprenticeship Framework, please get involved via the link below:

<https://heiw.nhs.wales/news/review-of-the-perioperative-support-apprenticeship-framework/>

For further information please contact Liz.Hargest@wales.nhs.uk

Developing our leaders

Welcoming Welsh Clinical Leadership Training Fellowship Alumni

The Welsh Clinical Leadership Training Fellowship (WCLTF) programme is a one year opportunity for doctors, dentists, pharmacists, optometrists and Allied Health Professionals (AHPs). It provides training and hands-on experience in clinical leadership and management, including project proposals submitted from healthcare organisations in Wales. The aim of the scheme is to recruit and develop aspiring clinical leaders of the future.

We are really pleased that two of our recent WCLTF graduates have been appointed to Faculty Lead roles. Dr Ricky Frazer (Velindre) and Dr Madhumadhi Kannan (Princess of Wales) have joined our cohort of 19 faculty leads who are based within health boards and trusts across NHS Wales. As faculty leads, they have responsibility for developing high quality education and

training at a local level and provide vital links between us, health boards and trusts.

We are also pleased to announce our first two Allied Health Profession (AHP) candidates for the WCLTF programme will join the scheme later this year. They will be supported to undertake national projects around the Rehabilitation Framework and Guidance, Quality Standards and Metrics for Wales, and the strategic workforce framework to maximise the impact of AHPs in dementia prevention and care in Wales.

In addition to the clinical fellows we are supporting and sponsoring three nurses undertaking the Florence Nightingale scholarship as part of aspiring leaders of our future. The scholars have access to a range of resources and mentoring from HEIW to assist their development and progression.

For more information about faculty leads please contact HEIW.PGES@wales.nhs.uk.

For information on the WCLTF programme please contact Stacy.Lloyd@wales.nhs.uk.

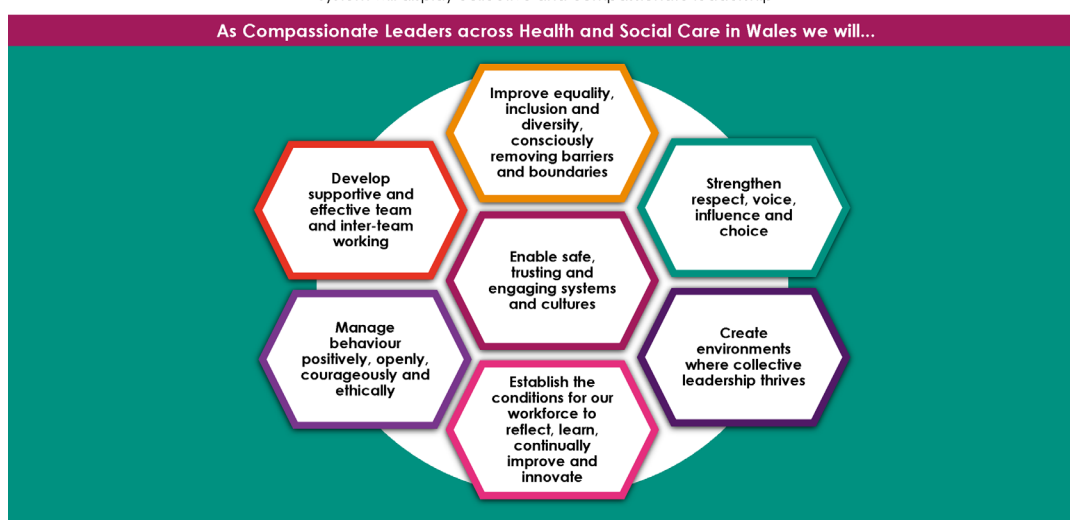
New interactive resources to support compassionate leadership

A series of interactive resources are being developed to support staff across Wales to embed the compassionate leadership principles in their day to day practice. The first [interactive toolkit](#) can be found on our [leadership platform Gwella](#) and is available for all NHS and social care colleagues to use.

Other information and resources about compassionate leadership in the NHS can also be found on Gwella. These include a [blog from Helen Thomas](#), Assistant Director of Leadership and Succession discussing leading on the Compassionate Leadership and Succession Planning strategy for Wales and the priorities for the Leadership and Succession Team in 2021 and [a video from Professor Michael West](#) sharing his thoughts on compassionate and inclusive leadership.

Compassionate Leadership Principles

These overarching principles underpin our ambition that by 2030, leaders in the health and social care system will display collective and compassionate leadership



Corporate news and keeping connected

New Appointments

We are pleased to welcome some new additions to #TeamHEIW.

Dr Rita Nirula, has joined us as GP Foundation Training Programme Director working with the Postgraduate GP Education team.

Simon Cassidy has been appointed as Head of Placement Experience and Improvement, leading on placement learning experience, innovation and alignment across healthcare professions, linking with universities, placement providers, Welsh Government and other key stakeholders across Wales. Further information can be found in [Simon's blog](#).

UK HPMa Excellence in People Awards

We have been shortlisted in four categories this year's awards recognising the outstanding work of human resource departments across healthcare:

- **Deputy HR Director of the Year** – Angie Oliver, Deputy Director of Workforce and OD
- **HR Director of the Year** – Julie Rogers, Deputy CEO & Director of Workforce & OD
- **The University of Bradford Award for cross-sector working** - A Healthier Wales - Our Workforce Strategy for Health and Social Care working with Social Care Wales

- **Social Partnership Forum award for partnership working between employers and trade unions** – Nursing Cadet Scheme Wales working with the Royal College of Nursing.

This is a real testament to the work colleagues have undertaken during the last three years. We look forward to the winners being announced at the virtual awards ceremony on Thursday 7 October 2021.

AGM and showcase event

Our virtual Annual General Meeting (AGM) and showcase event were held on 29 July 2021. Thank you to everyone who joined us on the day. It was great to see so many of you representing a wide cross section of our stakeholders. We hope the events were of benefit to you. [Recordings of the day](#).

Spread the message

Please share this newsletter with your colleagues. To be added to our mailing list to receive HEIW updates please email HEIW.Communications@wales.nhs.uk.

If you wish to unsubscribe please email HEIW.Communications@wales.nhs.uk and you will be taken off the list.

[agenda and papers](#) can be found on our website.

Join as our Board and Committee meetings

Our board meetings, audit and assurance committee, and education, commissioning and quality meetings continue to take place online via Zoom. Details of the meetings, papers and how to register to join the meeting 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 30 September 2021**
- **Thursday 25 November 2021.**

Follow us

