



GIG
CYMRU
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WALES

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

Guide to undertaking a Strategy Mapping Exercise

May 2023



Strategy Map

Introduction

Strategies don't happen in a vacuum; they are influenced by a variety of internal and external forces that will be important when considering your future workforce and how it is made up. The strategy map is an essential tool to help identify significant drivers for change that will be influential when developing your strategic workforce plan. Strategic workforce planning is longer term workforce planning, driven by the strategic direction of a service or sector. Creating a strategy map is an essential component of developing a strategic, long-term workforce plan.

When to undertake a Strategy Map

You should undertake a strategy mapping at the beginning of the development of your strategic workforce plan and typically as part of Step 2 of the six steps methodology. The strategy map enables you to identify all the key strategies that act as drivers of change for the specific segment of the workforce that you are developing a workforce plan for. Strategies are typically published by national bodies, Welsh Government and occasional UK Government where they also pertain to Wales. Put simply, undertaking a strategy map will enable you to identify the 'must dos' for that workforce as laid out in pertinent workforce and service strategies.

You may find it helpful to re-visit your PESTLE analysis as the starting point for developing your strategy map, considering the political and legal drivers which may prove influence in undertaking your workforce plan.

Understanding the underpinning strategies and their context (e.g., Political in your PESTLE) should be an integral step in the process of developing the scope of your workforce plan (see Strategic Workforce Plan Scope Template document). Strategic drivers for change may be of such significance, that they truly underpin the need for the workforce plan in the first place; for example, is there a Bill being progressed which determines safe staffing levels and the number of staff needed as a ratio of the number of patients. An example of strategy that would impact on development of workforce plans would be the Nurse Staffing Levels (Wales) Act 2016. Mapping the requirement of this Act alongside other strategies in relation to the nursing workforce would shape the scope of the workforce plan being developed.

In addition, other political drivers may reveal that there are recommendations which may mean that patient care has to be delivered differently in the future, in compliance with new or revised legislation. For example, the obligations on public sector bodies to provide services in the Welsh language.

Key Welsh Strategies impacting on Workforce

There are a number of key strategies in Wales that are driving change across a range of different workforces. The Wellbeing of Future Generations (Wales) Act 2015 and A Healthier Wales, the long-term plan for health and social care in Wales continue to shape and influence the work of NHS Wales to deliver the values and commitments

of Welsh Government. Key policy documents which sit under the Wellbeing of Future Generations (Wales) Act 2015 provide the context within which the NHS must plan and where possible, accelerate the opportunities available while driving quality and improving care and services for patients. A Healthier Wales: Our Workforce Strategy for Health and Social Care is another key strategy that will influence the development of your workforce plan.

Links to the key strategy and policy documents published by Welsh Government can be accessed here - [Health and social care strategy | Sub-topic | GOV.WALES](#). Use this information to help inform and complete your strategy map, ensuring that you give careful consideration to all of the political drivers which may influence and shape your workforce plan.

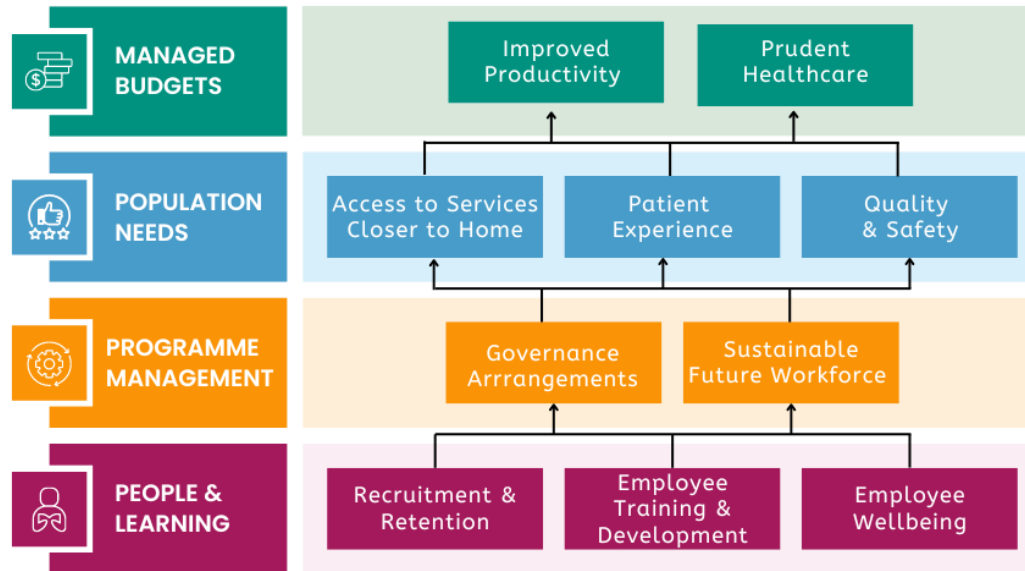
How to complete your Strategy Map

A template has been developed with some examples to demonstrate what information should be captured as part of the strategy mapping exercise, as well as hints and tips on how to complete. A link to the template can be found in **Appendix 1** of this document. It is important to understand what impact the strategic driver or policy will have on workforce planning, considering both NHS and Social Care.

It is recommended that you include the links to the relevant strategic driver, as well as the date of the version accessed (strategies are updated reasonably frequently, which may affect the context and scope of your plan). It is also advisable to include the date you accessed the document, due to the length of time it takes to develop a strategic workforce plan. In the template, make reference to the salient points from the strategy which makes reference to the workforce planning actions and priorities which you may need to consider. Consider how the strategic driver might impact upon your own workforce plan and the wider NHS and Social Care context.

Once you have completed your strategy mapping, you will need to ensure that your workforce plan reflects the actions and objectives of the relevant strategies and legislation. Overleaf is an example of how they can be incorporated into the development of your workforce plan.


EXAMPLE OF HOW STRATEGY MAP LINKS TO YOUR WORKFORCE PLAN BASED ON A HEALTHIER WALES & HEALTH AND SOCIAL CARE WORKFORCE STRATEGY



For examples of completed Strategy Map exercises, please contact your organisation's lead for strategic workforce planning.

Appendix 1
Strategy Mapping Template

Strategy Document	Key Reference Points, Actions and Priorities for Workforce Planning	Relevance to NHS
<div data-bbox="91 373 456 751" style="border: 1px solid black; padding: 5px;"> <p>Guidance</p> <p>You should review these documents (and others) to identify any actions or developments which are relevant to your plan.</p> </div> <p data-bbox="80 815 400 995">Our Programme For Transforming And Modernising Planned Care And Reducing Waiting Lists In Wales</p> <p data-bbox="80 1070 143 1102">Link</p> <p data-bbox="80 1174 378 1206">Published April 2022</p>	<p data-bbox="483 341 1722 520">Reducing waiting times will require new solutions and a range of actions. We will need to redesign and establish new expectations about what the NHS will do in the short and medium term, while ensuring there is wellbeing support for those who are waiting. We will do all we can to provide people with alternative options to surgery, where appropriate, and address inequalities.</p> <ul data-bbox="533 596 1312 810" style="list-style-type: none"> • We will increase health service capacity. • We will prioritise your diagnosis and treatment. • We will transform the way we provide planned care. <div data-bbox="584 952 1653 1203" style="border: 1px solid black; padding: 5px;"> <p>Guidance</p> <p>Your plan should always be aligned to the Workforce Strategy for Health and Social Care, Workforce Planning Principles etc. and therefore any relevant points should be identified during the mapping process.</p> </div>	<p data-bbox="1756 341 2163 408">Timely access to treatments and diagnostics.</p> <p data-bbox="1756 485 2170 552">Make services more efficient and reduce cancellations.</p> <p data-bbox="1756 628 2058 695">Transform outpatient services.</p> <div data-bbox="1756 735 2139 1043" style="border: 1px solid black; padding: 5px;"> <p>Guidance</p> <p>Pick out and summarise specific points which have relevance to your workforce plan.</p> </div>

<p>Accessed September 2022</p>		
<p>Well-being of Future Generations (Wales) Act 2015</p> <p>Link</p> <p>Published May 2020</p> <p>Accessed September 2022</p>	<p>The Well-being of Future Generations (Wales) Act 2015 sets out an ambition for a prosperous, resilient, sustainable, healthier, more equal Wales with cohesive communities, a vibrant culture and thriving Welsh language. The development of new models of care and support and supporting and developing a workforce with the right skills, knowledge, experiences and qualifications and who are deployed in response to identified areas of need will be essential in contributing to the achievement of these ambitions.</p> <p>Any public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.</p> <div data-bbox="528 754 1576 1015" style="border: 2px solid black; padding: 10px; margin: 10px 0;"> <p>Guidance</p> <p>You will find there are many documents which apply to all workforce plans. For example, this strategy will be the same for everybody across health and social care, so will need to be considered with every workforce plan.</p> </div> 	<p>The development of new models of care and support and supporting and developing a workforce with the right skills, knowledge, experiences and qualifications who are deployed in response to identified areas of need.</p>
<p>A Healthier Wales & Health and Social Care Workforce Strategy</p> <p>Link</p>	<p>Welsh Government wants everyone to have long, healthy, happy lives. For this to happen we need to help people look after themselves well, and we need to make sure we have the right health and social care services to help people stay well, to get better when they are ill, or to live the best life possible when they have problems that won't get better.</p>	<p>Health and social care working together to create new ways of joined-up working.</p>

[Published October 2021](#)

[Accessed September 2022](#)



Guidance

Sometimes these documents are reviewed and updated, so including the published and accessed dates can be helpful.

Guidance

Some documents have “easy read” versions. It’s important that you read the whole document to capture all relevant points.

In each part of Wales, the health and social care system will work together so that people using them won’t notice when they are provided by different organisations. New ways of joined-up working will start locally and scale up to the whole of Wales. We will make sure local services learn from each other and share what they do, because we want everyone in Wales to have the same high-quality services. We also want services to use a single digital record so that they can give the most appropriate support and treatment based on a complete picture of a person’s needs.

We want to shift services out of hospital to communities, and we want more services which stop people getting ill by detecting things earlier or preventing them altogether. This will include helping people manage their own health and manage long term illnesses. We also want to make it easier for people to remain active and independent in their homes and communities.

We will make Wales a great place to work in health and social care, and we will do more to support carers and volunteers. We will invest in new technology which will make a real difference to keeping people well and help our staff to work better. By making health and social care a good career choice, investing in training and skills, and supporting health and wellbeing at work, we will be able to get and keep the talented people we need to work in Wales.

Guidance

This policy mentions more support for carers and volunteers, make sure you include key policies and strategies across health and social care in your mapping.

Services to use one single digital record.

More services which stop people getting ill by detecting things earlier.

<p>Digital Health & Social Care Strategy for Wales</p> <p>Link</p> <p>Published August 2015 Accessed September 2022</p> <div style="border: 2px solid black; padding: 5px;"> <p>Guidance</p> <p>This document was published in 2015 – check to see if a newer version has been published since, or if something similar has replaced it.</p> </div>	<p>A Wales where citizens have more control of their health and social care, can access their information and interact with services online as easily as they do with other public sectors or other aspects of their lives, promoting equity between those that provide and those that use our services in line with prudent healthcare and sustainable social services.</p> <p>Health and social care professionals will use digital tools and have improved access to information to do their jobs more effectively with improvements in quality, safety and efficiency.</p> <p>Improvement and innovation. Collaboration across the whole system, and with partners in industry and academia, will ensure digital advances and innovation is harnessed and by opening up the ‘once for Wales’ technical platform allow greater flexibility and agility in the development of new services and applications.</p>	
<p>Other Government policies and strategies</p>	<div style="border: 2px solid black; padding: 5px;"> <p>Guidance</p> <p>You will need to review other relevant Government policies and strategies which relate specifically to your workforce plan.</p> <p>For examples, see Welsh Government link - https://gov.wales/health-social-care-strategy</p> </div>	

Appendix 2
Strategy Mapping Template

Strategy Document	Key Reference Points, Actions and Priorities for Workforce Planning	Relevance to the NHS
<p style="text-align: center;">Title Published by Date Published Date Accessed Link to Document</p>		
<p style="text-align: center;">Title Published by Date Published Date Accessed Link to Document</p>		