

# Integrated Medium Term Plan (IMTP) 2025 - 2028

## Executive Summary

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Health Education and  
Improvement Wales (HEIW)

*Transforming the workforce for a healthier Wales*



GIG  
CYMRU  
NHS  
WALES

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

## Purpose, Vision & Values

**Our purpose is**, “as part of the NHS, to work with partners to develop a skilled and sustainable workforce that improves care and population health”.

**Our vision is** “transforming the workforce for a Healthier Wales.”

### Our values are:

- **Respect for all:** In every contact we have with others
- **Together as a team:** We will work with colleagues across NHS Wales and with partner organisations
- **Ideas that improve:** Harnessing creativity and continuously innovating and evaluating

This provides the internal operating context for delivering our planned activity. The organisation has worked hard to embed quality, equality, diversity, and inclusion in all that we deliver.

## Our Functions

- Planning, Commissioning and Delivering Education and Training
- Leadership, culture and succession planning
- Workforce Strategy, Planning, and Intelligence
- Workforce Development and Transformation
- Attraction, Careers and Widening Access
- Professional support for workforce and organisational development

## Strategic Alignment



Our plan describes the strategic context in which we operate, and how it has been shaped through engagement with stakeholders. It also sets out the expectations and national priorities including specific actions linked to our **Remit Letter** which Welsh Government have issued for the first time this year.

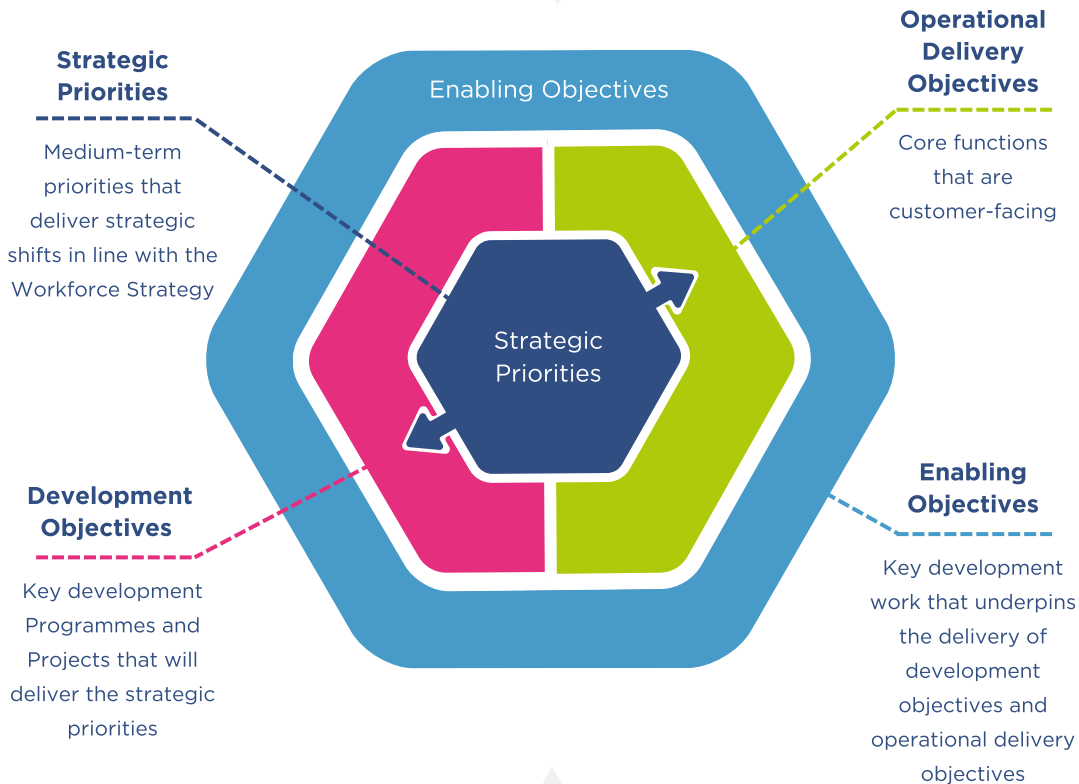
Our plan takes account of the **NHS Wales Planning Framework** and responds to the priorities set out by the **Cabinet Secretary**.

Our plan takes as its starting point from our **Workforce Strategy for Health & Social Care** that sets out our vision to 2030.



# Strategic Priorities

## Remit Letter, NHS Wales Planning Framework, Cabinet Secretary Priorities



## Workforce Strategy for Health & Social Care



The **strategic priorities** underpin delivery of our transformative actions as well as our **core operational business** and will provide a framework for collaboration with Welsh Government and our partners. They help us strike a balance between long-term outcomes and addressing the most pressing workforce challenges.

The **8 strategic priorities** are:

1. **National workforce solutions that support quality and productivity**
2. **Workforce transformation to support preventative and place-based healthcare**
3. **Excellent education and training**
4. **Role evolution and multi-professional working**
5. **A digital and technology ready workforce**
6. **Compassionate cultures and effective leadership**
7. **Future Focussed Workforce plans**
8. **Supporting the implementation of Welsh Government policy decisions**

To support delivery of the strategic priorities we have identified:

- **33 development objectives** – these are transformative actions that will help deliver the strategic priorities over the next 3 years.
- **21 operational delivery objectives** – these reflect our core business and align to our core functions.
- **8 enabling objectives** that identify how our customer-facing delivery is supported through the key functional areas within HEIW.

## STRATEGIC PRIORITY 1: National Workforce Solutions for Quality and Productivity

### Year 1 Development Objectives

- Support the delivery of timely access to care and treatment with a specific focus on:
  - Planned care – implement the perioperative workforce project
  - Planned care – complete the palliative and End of Life Care competence project
  - Complete the Cancer Nurse Specialist project
  - Implement priorities from the diagnostic workforce plan
  - Progress actions relating to urgent and emergency care
- Complete a review of the education and training requirements to support the women's health plan
- Complete final phase of implementation of the healthcare science framework
- Improve workforce intelligence and insights relating to the psychological therapy workforce in Wales

## STRATEGIC PRIORITY 2: Workforce Transformation to Support Preventative and Place-based Healthcare

### Year 1 Development Objectives

- Target development of enhanced, advanced and consultant practice in primary and community settings
- Implement year 2 actions from the Pharmacy Workforce Plan
- Implement year 2 actions from the Primary Care Workforce Plan and refine as new models emerge (e.g. neighbourhood care)
- Implement Year 2 actions from the Dental Workforce Plan
- Implement priorities within the Allied Health Professional Framework in support of community and neighbourhood care models
- Working together, HEIW and PHW will assess the actions they can take respectively and jointly to embed prevention in our workforce. This will comprise:
  - Identifying how we improve the health of the NHS workforce
  - Identifying how this will improve NHS system resilience
  - Ensuring we embed a preventative mindset and skills in the education and training of all our workforce
  - Shaping the future of the public health workforce
  - Exploring opportunities to embed population health and preventative mindset in leadership development
  - Optimising learning for NHS Wales from global exchanges and networks

## **STRATEGIC PRIORITY 3:** **Excellent Education & Training**

### **Year 1 Development Objectives**

- Begin the development of an education strategy for HEIW to transform experience and outcomes for students and trainees
- Reform medical education in line with developments across the UK (phase 1)
- Introduce NHS Wales accelerated clinical skills training model to support timely access to care and treatment – phase 1 Endoscopy
- Work with MEDR to continue to develop opportunities to widen access to careers in health including through apprenticeship routes and develop a plan to identify how degree apprenticeships could be developed in Wales
- Continue to implement the roll out of CODI - a new integrated digital system designed to streamline and enhance the management of Resident Doctors and Postgraduate Professionals across NHS Wales
- Continue to implement the roll out of Y Ty Dysgu, our learning management system
- Launch the CPD Strategy

## **STRATEGIC PRIORITY 4:** **Role Evolution and Multi-Professional Working**

### **Year 1 Development Objectives**

- Working with partners to implement agreed HEIW actions for Band 4 RNA role
- Working with partners provide support and resources to facilitate safe and effective integration of MAPs into the workforce post regulation phase
- Working with partners provide support and resources to facilitate safe and effective integration of the Clinical Associate in Applied Psychology (CAAP) workforce into service models

## **STRATEGIC PRIORITY 5:** **A Digitally and Technological Ready Workforce**

### **Year 1 Development Objectives**

- Implement priorities from the genomics workforce plan
- Develop an Artificial Intelligence Education Framework
- Expand the Digital Capability Framework



## STRATEGIC PRIORITY 6: Compassionate Cultures and Effective Leadership

### Year 1 Development Objectives

- Implement the All Wales Retention Programme
- Increase leadership and management development for operational NHS managers
- Implement a national leadership and management code of practice and competency framework in line with developments across the UK
- Expand diversity in leadership pipelines through new programmes and resources
- Establish a national induction programme and CPD offer for NHS Wales Board Members, building on the initial pilot.

## STRATEGIC PRIORITY 7: Future Focussed Workforce Plans

### Year 1 Development Objectives

- Build capacity within the NHS in Wales to deliver workforce planning skills and all Wales methodologies based on best practice
- Implement year 3 actions from the Mental Health Workforce Plan
- Implement year 1 actions from the Nursing workforce plan
- Conclude the development of the perinatal workforce plan and begin implementation

## STRATEGIC PRIORITY 8: Supporting Welsh Government Workforce Policy Decisions

### Year 1 Development Objectives

Work with Welsh Government to scope and support the following:

- Review of Train Work Live
- New National Workforce Operational Delivery Group
- Future bursary policy development
- Compassionate cultures
- Workforce delivery function within NHS Executive and Value and Sustainability work programme
- Long term workforce plan



## Education and Training

- Implement agreed 2025-26 commissioning recommendations for undergraduate and postgraduate/post registration education and training (Education and Training Plan)
- Continue to review and recommission education and training underpinned by contractual arrangements working with higher and further education
- Support an infrastructure to support high quality and effective learning for nursing and HPE educational placements and postgraduate medical, pharmacy, optometry and dental training
- Manage recruitment and secure delivery of high-quality postgraduate education and training of pharmacists, dentists and resident doctors, optimising their progression and delivering core functions as the Statutory Education Body for Wales
- Continue to deliver effective additional support for resident doctors, pharmacists and dentists who need to access the Professional Support Unit
- Implement effective support for revalidation, appraisal and CPD through the Revalidation Support Unit on behalf of NHS Wales
- Support the development of SAS doctors within the workforce
- Support the delivery of apprenticeships within NHS Wales, working with MEDR and in line with the Government strategy and Health Board requirements

- Provide quality improvement skills training programmes for trainers and healthcare professionals during their training programmes (QIST)
- Continue to implement the multi-professional strategy for simulation-based education and training
- Take forward work programmes through Primary and community education and training academy that align with national priorities
- Support delivery of enhanced eye care services



## Leadership Development and Compassionate Cultures

- Continue to deliver key leadership programmes and resources that support the creation of compassionate cultures in NHS Wales
  - Advanced clinical leadership and WCLTF programmes
  - Senior Leadership Experience
  - Run the Graduate Management Programme on behalf of NHS Wales
- Continue to support senior leader succession planning and talent management
- Continue to implement the annual NHS Wales staff survey with a focus on increased response rates
- Embed compassionate leadership across NHS Wales
- Continue to implement 'Mwy Na Geiriau' to support Cymraeg being embedded across health services in Wales
- Continue to implement Welsh Language Standards in HEIW

## Workforce Strategy, Planning and Intelligence

- Support NHS Wales with workforce intelligence and deliver digital systems that support the efficient and effective delivery of working, education and training functions (including WRES and WES requirements)

## Attraction, Careers and Widening Access

- Continue to implement NHS Wales attraction campaigns through the Train Work Live programme
- Continue to implement the Strategic Framework for NHS Wales Careers

## Professional support for workforce and organisational development

- Develop a programme to support the People Profession in Wales



### Enabling Priorities

Delivery of our IMTP is underpinned by our supporting functions including finance, people and facilities, communications, digital, planning and performance.

The enabling priorities for the successful delivery of this IMTP are:

- **HEIW Internal Workforce Plan**
- **HEIW Operating Model**
- **Strategic Equality Plan**
- **Speaking Up Safely Plan**
- **Communications and Engagement Plan**
- **Data and Digital Strategy**
- **Quality Plan**
- **Performance Framework.**

The full version of **HEIW's Integrated Medium Term Plan (IMTP) 2025 - 2028** can be accessed by clicking the icon below:

