



HEIW Stakeholder bulletin December 2024

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Introduction

Welcome to our last bulletin that rounds up our work of 2024

New Developments

NHS Wales Black, Asian, and Minority Ethnic Future Senior Leader Talent Pool

At the recent NHS Wales Culture, Leadership and Succession Board chaired by Judith Paget, Director General for Health, Social Care, and Early Years Group / NHS Wales Chief Executive, the Board approved the introduction of an NHS Wales Black, Asian, and Minority Ethnic Future Senior Leader Talent Pool.

This national talent management initiative will offer a systematic and structured approach to succession planning, fostering greater diversity and sustainability in our senior leadership pipelines. With focus on aspiring senior leaders at AfC Band 7, Band 8a, Band 8b, or equivalent Medical/Dental roles, we will launch this inaugural talent pool will launch Summer 2025.

For further information email: HEIW.Leadership.Programme@wales.nhs.uk

Co-creating a Leadership & Management Competence Framework for the NHS

We are working in partnership with NHS England, Scotland, and Northern Ireland to co-design a competence framework for managers. This framework will provide a consistent set of standards and competences for all managers at all levels.

The framework will help to signify the importance of leadership and management competence in line with other professional groups in the NHS and encourage consistent and high-quality development opportunities for all managers. Further information will follow over coming months.

For further information email: HEIW.Leadership.Programme@wales.nhs.uk

NHS Wales staff survey

We are delighted to share that we have achieved a fantastic response rate of 86.6% - 438 HEIW colleague voices, in the 2024 NHS Wales Staff Survey. The feedback we have received is vitally important in helping us understand how our colleagues are feeling.

We are due to have our first set of data at the end of January, we will be carefully reviewing all feedback and will develop clear action plans to address any areas of concern.

For further information email: nhswalesstaffsurvey@wales.nhs.uk



Turning the dial on retaining our staff

In the Autumn 2023 HEIW invested in a national retention programme working in partnership with Health Boards and NHS Trusts, reflecting that recruitment and training are not sufficient to address the workforce challenges facing us in the short and longer terms.

Since that time the National Retention Programme has made substantial progress with more than [45 quality improvement projects](#) underway, focusing on creating inclusive, supportive working environments in all our NHS organisations where staff can thrive. This includes an important focus on nurse retention given that they represent 40% of the NHS workforce.

The metrics suggest that we are starting to see the benefits. With downward trends being observed in relation to the numbers of staff both leaving NHS Wales and moving between organisations. Whilst this is encouraging, we need to ensure that these benefits are baked in, and that retention becomes a mainstream activity.

Key initiatives to do that include:

- 🔧 **Retention Baseline Tools:** new tools to help organisations measure and track improvement efforts.
- 🔧 **Community of Practice:** a collaborative network fostering shared learning, innovation and best practices.
- 🔧 **Resource Hub:** access to practical tools and resources for enhancing retention strategies.

These efforts are supporting the creation of a resilient workforce and long-term sustainability for NHS Wales.

For further information, see [National Retention Programme update](#)

Endoscopy Academy in 2024

Established in January 2024, the Endoscopy Academy has already trained more than 400 multiprofessional staff, three times the number compared to 2023.

The academy addresses the growing demand for endoscopy services, which now include complex diagnostic and therapeutic procedures across a diverse patient population.



For the first time, we've also introduced Endoscopy Administrative and Clerical Training to further support service delivery. This holistic approach enhances quality, safety and capacity within Wales' endoscopy services.

For further information email: heiw.endoscopy@wales.nhs.uk

Education and Training

Incentivising Dental Training in Rural Areas

The Dental Foundation Training Welsh Enhanced Recruitment Offer (DFT WERO) is returning for its third year. This provides financial incentives and professional support to dental trainees in rural practices across West, North and Central Wales.

This year there are:

- ☒ Three posts on the North Wales scheme
- ☒ Three posts on the Glamorgan Vale and Beacons scheme
- ☒ Three posts on the Swansea Vale scheme and
- ☒ Seven posts on the Swansea and West Wales scheme.

The initiative helps to address rural dental workforce shortages, ensuring better access to dental services in under-served areas. Last year we had 76 applicants and appointed to 14 posts. Encouragingly, 90% of previous WERO participants intend to continue their careers in Wales.



One of our previous applicants Dr Iwan Heseltine told us about his experiences of working in Carmarthenshire [WERO Scheme](#). In addition, applications for Dental Core Training (DCT) open on 9 January 2025. The structured programme offers postgraduate dentists valuable opportunities to gain experience in advanced clinical environments.

More information:

[Training programmes - HEIW](#)

Y Ty Dysgu: easy access to online learning

We now have more than 22,600 registered users on Y Ty Dysgu, our rapidly-growing learning management system. It offers access to more than 280 learning modules and 290 events.



The platform provides multi-professional training resources, including CPD modules for pharmacy, dental, optometry and GP teams.

It also features the Digital Capability Framework, offering users anonymous self-evaluation tools and tailored resources to enhance their digital skills.

Free to access and equipped with Single Sign-On for NHS Wales users, Y Ty Dysgu is empowering our workforce with the essential tools and knowledge to excel in the digital age. Explore it here:

<https://ytydysgu.heiw.wales>

For further information:

HEIW.YTyDysgu@wales.nhs.uk

Current and future workforce

Genomics Workforce Plan launched

In partnership with Genomics Partnership Wales, we launched the [Genomics Strategic Workforce Plan](#) during Genomics Literacy Week. This comprehensive three-year roadmap is designed to build a sustainable and skilled genomics workforce capable of keeping pace with rapid advances in this medical field – but also recognising that the future will keep changing too.

The plan aims to ensure that the wider healthcare workforce has the foundational knowledge to apply genomics across care pathways, reflecting that genomics will require us to deliver care in very different ways.

These initiatives are critical to delivering innovative, patient-centred care in Wales.



For more information visit [Genomics - HEIW](#)

Strategic Mental Health Workforce Plan progress update

The strategic MH workforce plan supports cross sector learning opportunities including mental health foundation training, therapeutic approaches and postgraduate courses, across health social care and the voluntary sector.

Key achievements include:

- 🔧 **Enhanced skills and training:** expanded educational opportunities to improve workforce competence.
- 🔧 **Leadership development:** focus on building leadership and mentoring capabilities within mental health services.
- 🔧 **Workforce analysis:** improved understanding of workforce behaviour, capacity and future needs.
- 🔧 **Recruitment campaigns:** innovative initiatives to attract and retain professionals in mental health roles.

Most recently we have:

- 🔧 Delivered six new online courses through the YTD learning platform with over 1700 enrolments altogether and on average 87% of learners score our course content as 'Good' or 'Excellent'
- 🔧 Provided over 530 places in Solution Focused Brief Therapy interventions from levels 1 - 3 with 93% of trainees reporting that they were able to bring these skills into their work and support more people as a result
- 🔧 Invested over £1.4m since 23/24 in postgraduate level training in psychological interventions such as EMDR, CBT and DBT with over 800 staff having been upskilled as a result.

This investment supports the delivery of a motivated, skilled and sustainable workforce, improving outcomes for people across Wales.

For further information contact: HEIW.MentalHealthWorkforceplan@wales.nhs.uk

Leadership, Culture and Succession

Inspiring System-Level Change: Lessons from Denmark

We recently hosted members of the NHS Wales Aspiring Chief Executive Programme on an enlightening visit to the Capital Region of Denmark. This was part of a broader leadership and knowledge exchange which started with a visit by the Committee for Recruitment and Affiliation in the Healthcare Sector for Copenhagen.

Studying and learning from other systems is an invaluable part of leadership development, and brings back learning for NHS Wales as well as individuals. In this case it gave participants an invaluable insight into one of the world's most integrated and innovative healthcare systems, with the vision "it takes a system to save a patient".

Key learning from the visit include:

- Seamless integration of care: the Capital Region's healthcare model excels in integrating different levels of care, ensuring a cohesive and efficient patient experience.
- Commitment to continuous education and innovation: the system invests heavily in training healthcare professionals, focusing on leadership development in addition to clinical skills.
- Empowering leadership and culture: the Danish approach to leadership encourages open dialogue and empowers staff at all levels. This fosters a culture where everyone takes ownership of improving care.

These lessons are already influencing how we approach leadership development, patient care and system improvement across NHS Wales.

For more information on the NHS Wales Aspiring Chief Executive Programme and future learning opportunities visit our [Gwella platform](#). For further information email: HEIW.Leadership.Programme@wales.nhs.uk



Join the Welsh Clinical Leadership Fellowship

The Welsh Clinical Leadership Fellowship (WCLF) programme is designed to nurture the most promising and compassionate future clinical leaders.

It equips Fellows with the essential knowledge, skills and experience to become influential and successful leaders in a modern NHS.

Our 13th cohort of Welsh Clinical Fellows is already making significant progress in their academic and project work.

They are pursuing postgraduate certificates in Compassionate Leadership Practices while delivering impactful projects including:

- Improving patient safety in response to the Infected Blood Inquiry.
- Promoting vaccination equity.
- Enhancing birthing experiences with a focus on midwifery-led care settings.

We are now accepting project proposals for the next intake.

For more information, please email HEIW.ClinicalLeadership@wales.nhs.uk.

NHS Wales General Management Graduate Programme applications open soon

The NHS Wales General Management Graduate Programme is open for applications from 17 January until 2 March 2025. We welcome interest from graduates in any discipline or subject (it doesn't have to be health related), with a minimum of a 2.2 award.

This two-year, work-based programme includes a funded Master's degree and hands-on experience across primary care, secondary care and corporate divisions in Wales.

We're looking for innovative and creative aspiring leaders to join our fourth cohort and drive excellence in healthcare.

So please help us spread the word on this excellent programme, or if you are a graduate yourself keep an eye out for application details in January and take the first step towards a transformative career in NHS Wales!

For further information - [NHS Wales General Management Graduate Programme - Gwella HEIW Leadership Portal for Wales](#)



Compassionate Leadership Pledge

Compassionate Leadership principles underpin all our leadership development work in HEIW, and these principles have been translated into the Compassionate Leadership Pledge which we launched in the Autumn of 2023.

This invites individuals and organisations to commit to playing their part in transforming leadership cultures across NHS Wales to create the conditions for empowering our staff and driving improvement for patients and people needing care.

This is not a magic bullet of course, compassionate leadership can be tough, especially in a pressurised system like the NHS. We believe that the pledge is a visible sign of accountability and commitment, providing a compass to help us realise when we are acting without compassion, and giving us the opportunity to reset and improve.

With most NHS Wales organisations now committed to this pledge, the initiative has also gained momentum both in the UK and globally, supported by both the Kings Fund and the Global Compassion Coalition.

Further information on the Compassionate Leadership Pledge can be found [here](#).



Regulation of Physician Associates and Anaesthesia Associates

In December we welcomed the regulation of Physician Associates (PAs) and Anaesthesia Associates (AAs) by the General Medical Council. This is an important step in providing assurance to patients, doctors, employers, PAs and AAs alike.

We also welcomed the recent review announced by the UK Government, which will provide further clarity around these roles.

Moving forwards, HEIW will continue to collaborate with partners and PA/AA colleagues across Wales to embed a robust, consistent and supportive approach to appraisal and revalidation in these roles.

At the same time, we will continue to offer training for both appraisers and appraisees.

Nurse of the Year Awards 2024

Award claxon! We're thrilled to announce that two student nurses have won the Nursing Student Award at the Royal College of Nursing (RCN) Nurse of the Year Awards 2024.

Aimee Robinson and Claire Welch are both studying Learning Disabilities Nursing at the University of South Wales (USW). They have recently taken on outreach roles to promote this vital field, thanks to funding from HEIW.

Their efforts have reached over 1,000 individuals, significantly boosting student numbers across Wales this year.

Aimee and Claire's passion, dedication and commitment to improving care for people with learning disabilities is truly inspirational.



HEIW and Agored Cymru success at Federation of Awarding Bodies (FAB) awards

We're delighted to share the news that, in collaboration with Agored Cymru, we won the 'Employer Relationship of the Year' award at the prestigious FAB awards 2024.

This accolade recognises our joint efforts in developing, delivering, assessing and awarding qualifications for NHS Wales.

Together, we are working on over 40 vocational qualifications, ranging from Level 2 Facilities Services to highly specialised roles such as Level 7 Clinical Assessment, that colleagues from Health boards across Wales can work towards.

These 'All Wales qualifications' ensure continuous professional development opportunities for all Health Boards and NHS staff across the nation. They promote consistency in service provision and enhance the effectiveness and safety of our healthcare workforce.

Dental Conference highlights

Towards the end of 2024, we were proud to host our annual All Wales Dental Team Conference, spotlighting the crucial link between oral health and overall wellbeing.

The event tackled pressing issues such as obesity and sugar consumption, highlighting their impact on dental health and public wellbeing in Wales.

It underscored the indispensable role of the dental team in addressing these challenges, emphasising both disease prevention and the optimisation of oral health. Together these are key components of a comprehensive strategy to improve patient outcomes and holistic care.

Full details can be found at: [All Wales Dental Team Conference: Highlighting the integral link between oral and overall health - HEIW](#)



Delivering an outstanding Allied Health Professionals (AHP) Conference

In partnership with Welsh Government, we successfully hosted the AHP Conference under the theme “Moving Forward Together: AHP Innovation to Inspire Future Solutions.”

Healthcare leaders, AHP professionals, students and policymakers came together to celebrate and advance the critical role of AHPs in integrated care delivery.

Discussions highlighted the value of AHPs in:

- Enhancing patient outcomes through innovative practice.
- Reducing hospital admissions by promoting preventative care.
- Ensuring sustainable, cost-effective healthcare services across Wales.

Full details: [AHP Conference - HEIW](#)



Quality Improvement Skills Training (QIST) biannual QI conference

The Quality Improvement Skills Training (QIST) team at Health Education and Improvement Wales (HEIW) successfully ran QISTmas 2024, their biannual festive themed QI conference with the theme “**Adopt, Adapt, Abandon...Innovate**”.

Over 100 delegates from across Wales took part in four morning plenary sessions and focussed workshops facilitated by QI experts. A showcase of some of the excellent QI work already in progress across Wales was shared via a poster exhibition.

Full details: [A quality QISTmas event - HEIW](#)

Collaboration in optometry

Our **Low Vision Peer Review Event** in Cardiff brought together health and social care professionals to discuss innovative approaches to sight loss care. By sharing best practices and resources, the event strengthened cross-sector collaboration and improved care pathways for individuals living with sight loss.

Additional regional events are planned into 2025 to continue fostering multidisciplinary co-production.

For further information email: HEIW.Optometry@wales.nhs.uk

Date for the diary

The Wales Health Science Conference returns in 2025. Reserve your spot [today!](#)

Keep up to date with HEIW news

Please share this bulletin! Colleagues can [sign up here](#) to receive HEIW news directly to their inbox and select areas of our work they are particularly interested in.

Find out what else we are doing on our website and social media:

- [News - HEIW \(nhs.wales\)](#)
- [Facebook](#)
- [LinkedIn](#)
- [You Tube: @HEIW_NHS](#)

