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

Integrated medium- Term Plan (IMTP):

**Supporting
Resource.**



Document overview.

This resource has been created by Health Education and Improvement Wales (HEIW). It exists to help increase understanding of the development process behind the HEIW Integrated Medium Term Plan (IMTP) among key NHS Wales stakeholders.

Most importantly, this resource will explain how the Plan has a fundamental role in developing a skilled and sustainable NHS Wales workforce that improves care and population health.

This interactive document includes a brief and easy-to-understand overview of the IMTP, covering:

- what is it?
- how and why it is produced, and by whom?
- the common risks to delivering the HEIW IMTP
- how can stakeholders feed into its creation?

Most importantly, this resource will explain how the Plan is a fundamental element in developing a skilled and sustainable NHS Wales workforce to improve care and the population health of Wales both now and in the future.

It is advised that this resource is read before or alongside the IMTP. If you have any further queries about the IMTP, please contact heiw@wales.nhs.uk.

Contents page.

Please click on the buttons below for further information about the IMTP.

**Who are
HEIW?**

**What is
an IMTP?**

**Why do we
create an IMTP?**

**What kind of
things are
included in the
IMTP and what is
its objective?**

**How does HEIW
involve key
stakeholders in the
IMTP development
process?**

**What are the
common risks to
the delivery of the
IMTP?**

**What is the
timeframe for
developing
the IMTP?**

**How can you
feed in?**

1. Who are HEIW?

Health Education and Improvement Wales (HEIW) is the national strategic workforce and statutory education body for NHS Wales, committed to supporting a world leading quality focused health and care system in Wales.

HEIW's vision is: 'to develop a skilled and sustainable workforce that improves the care and population health of Wales'

HEIW's unique contribution to NHS Wales is to:

- Address workforce issues that require all Wales solutions – both demand and supply through strategic workforce planning.
- Make Wales a great place for health and care professionals to work, train and live.
- Integrate, and grow expertise and capability in planning, developing, shaping, and supporting the healthcare workforce.
- Maximise the contribution of all professions and occupations.

[Back to contents page](#)

2. What is an IMTP?

Every Health Board, Trust and Special Health Authority within NHS Wales produces an annual Integrated Medium-Term Plan (IMTP).

An IMTP describes the priorities and planned activities the organisation will undertake to support, develop, and improve health and care services across Wales over a three-year period. It is updated on an annual basis with the expectation that each year the plan will be updated to provide not only an updated three-year view but provide detailed quarterly milestones for the coming year.

HEIW's IMTP specifically identifies the priorities and actions required to support, attract, retain, and develop the NHS Wales workforce. Each IMTP builds on the previous year's plan to support change across the system to address workforce issues.

[Back to contents page](#)

As the strategic workforce body in NHS Wales, it is essential that our plans are developed in the context of future trends and needs, and the wider environment for health and care. HEIW has strategic considerations each year, some examples are:

- ✓ **[The Wellbeing and Future Generations Act and A Healthier Wales](#)**
- ✓ **[Chief Scientific Officer's report - NHS in 10+ years](#)**
- ✓ National policy and legislation detailed in Appendix C
- ✓ **[National Workforce Implementation Plan](#)**
- ✓ **[National Programmes/Clinical Networks](#)**
- ✓ Workforce intelligence and insights
- ✓ **[Duty of Quality](#)** and the National Clinical Framework
- ✓ Unprecedented state of public finances and financial recovery
- ✓ Industrial action by various professional groups
- ✓ **[NHS England Long Term Workforce Plan](#)**

3. Why do we create an IMTP?

As a Special Health Authority (SHA), it is a statutory requirement for HEIW to produce a three year financially balanced plan.

The IMTP sets out goals that address key strategic drivers, each year these are updated by the Minister for Health and Social Services via the Welsh Government Planning Framework as ministerial priorities and include broad areas such as:

- population health and wellbeing through a focus on prevention.
- the wellbeing, capability and engagement of the health and social care workforce.
- the value achieved from funding of health and care through improvement, innovation, use of best practice and eliminating waste.
- 'Once for Wales' arrangements to key workforce enables such as recruitment and digital.
- the redistribution of resources to community and primary care where appropriate and maximising the opportunities offered by key policies such as Further Faster.
- the experience and quality of care for individuals and families.
- opportunities for regional working.

[Back to contents page](#)

4. What kind of things are included and what are we trying to achieve?

Our plans support strategic planning to meet future demand, create sustainable services in NHS Wales and influence compassionate and collective leadership cultures to drive quality.

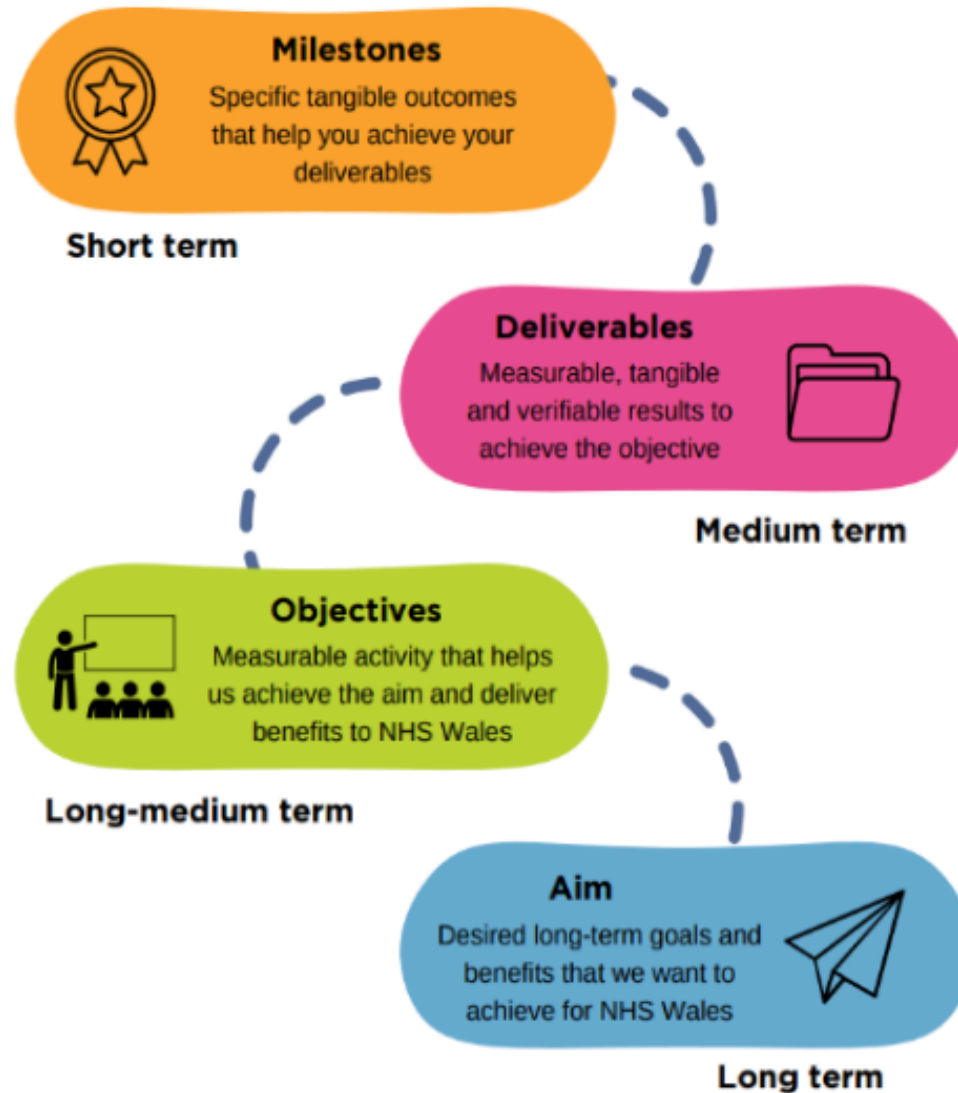
Our plan supports the Ministerial Priorities which include:

- **Continued progress in reducing the reliance on high-cost agency staff.**
- **Ensuring strengthened 'Once for Wales' arrangements to key workforce enablers such as recruitment, and digital.**
- **Redistributing resources to primary and community care where appropriate and maximising the opportunities offered by key policies such as Further Faster.**
- **Increasing administrative efficiency, to enable a reduction in administrative and management costs as a proportion of the spend base.**
- **Maximising opportunities for regional working.**
- **Reducing unwarranted variation and low value interventions.**

[Back to contents page](#)

Strategic Aims:

Our strategic aims and strategic objectives form the foundational pillars of our strategic framework for the IMTP. Our three strategic aims describe the long-term goals we want to achieve for NHS Wales.



Strategic Aims 1 - Building the Future Workforce

Building the future workforce is about developing and implementing plans that increase alignment of future workforce supply with demand. This includes making investments in the education and training pipeline, delivering, and innovating multi-professional education and training, promoting sustainable approaches through the strategic workforce plans, and improving attraction and recruitment to education, training, and employment.

Strategic Aims 2 - Developing the Current Workforce

Developing the current workforce places sharp focus on transforming our workforce to enable them to contribute to new models of care which improve quality and safety and connecting with the specific service challenges in the NHS through the National Programmes.

Strategic Aim 3 - Shaping Culture and Leadership

Shaping culture and leadership means embedding compassionate and collective leadership principles that influence cultures to support inclusion, wellbeing, and quality.

These strategic aims are interdependent and delivered in partnership with the system by our committed staff, including our enabling teams, who put quality at the heart of everything they do.

Our medium-term activities over the next three years are described in our strategic objectives, which are to:

- Drive transformation in multi-disciplinary education and training through investment and innovation to meet future health and care needs.
- Develop, publish, and implement strategic workforce plans in priority areas.
- Improve attraction and recruitment to education, training, and employment.
- Develop workforce solutions for National NHS Programmes and Priorities.
- Design and develop resources to support workforce and service transformation.
- Target development of skills and capabilities to support transformation and future proof current staff.
- Scale and spread compassionate and collective leadership opportunities for leaders at all levels across NHS Wales.

- ✓ Create diverse and multi-professional pipelines of aspiring leaders for NHS Wales.
- ✓ Through insights and staff experience data, influence cultures that promote team working, retention and wellbeing to improve organisational outcomes.



5. How does HEIW involve key stakeholders in the IMTP development process?

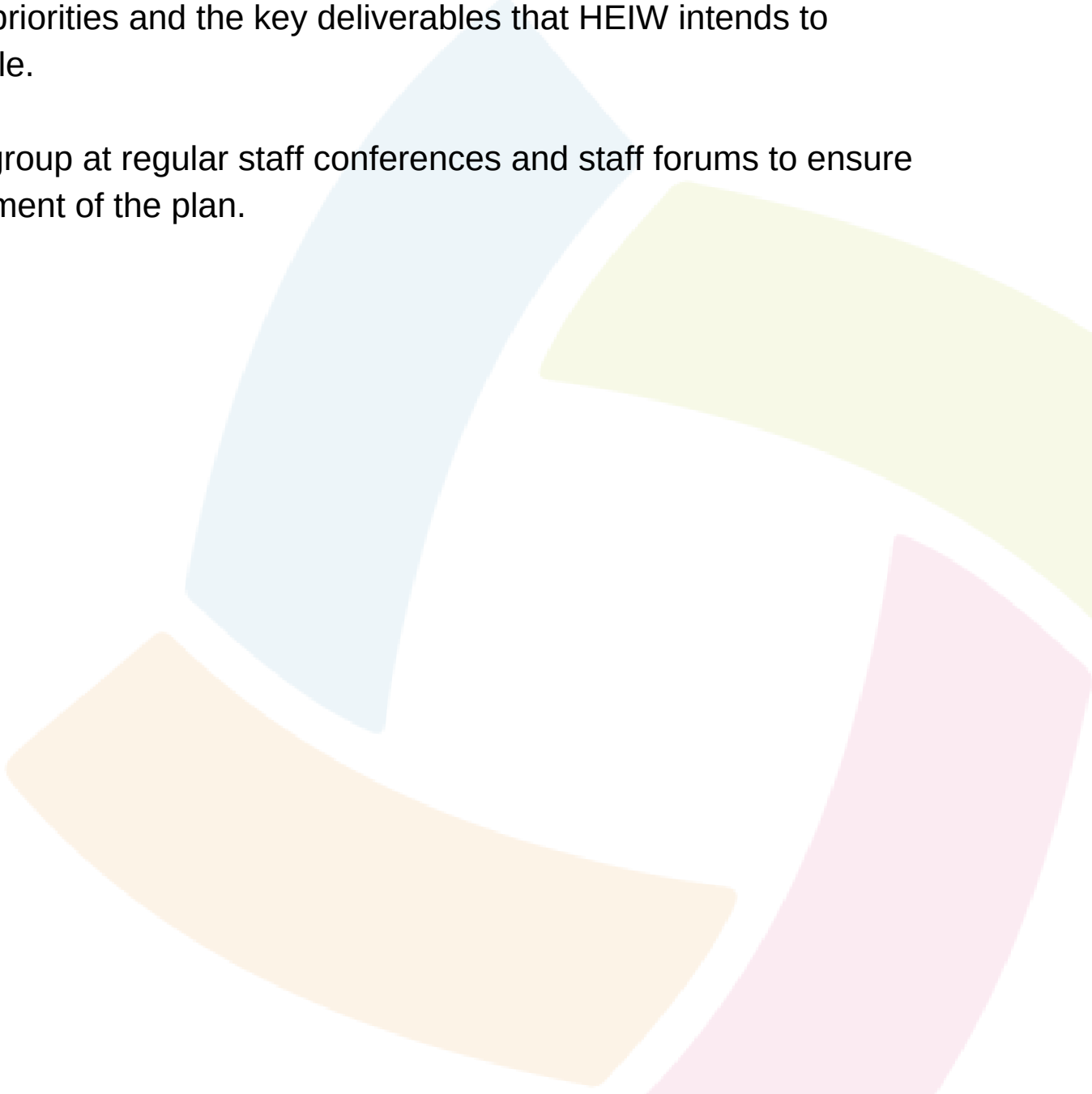
As an All-Wales organisation, HEIW engages, communicates, and collaborates with a wide range of partners and stakeholders in the development of the IMTP.

Incorporating the views, advice and recommendations from the NHS Wales Health Boards, Trusts and other key stakeholder groups is an integral and essential part of the IMTP development and planning process.

Methods used by HEIW to involve key stakeholders include:

- Presentations explaining the development of the IMTP to the HEIW Stakeholder Reference Group, Board, and during NHS Director Peer Group meetings and members are invited to provide written feedback on working drafts of the plan.
- Meetings are held virtually with planning and workforce representatives from all NHS Wales Health Boards, Trusts, and other NHS Wales organisations to share their workforce challenges and provide feedback on the proposed content of HEIW IMTP.

[Back to contents page](#)

- Engage with senior leadership team to consider the priorities for the organisation. This is vital engagement to ensure our plans are reflective of the challenges faced across the wider system and to set the direction on the key priorities and the key deliverables that HEIW intends to deliver within the resources available.
 - Engage with the wider HEIW staff group at regular staff conferences and staff forums to ensure that they can feed into the development of the plan.
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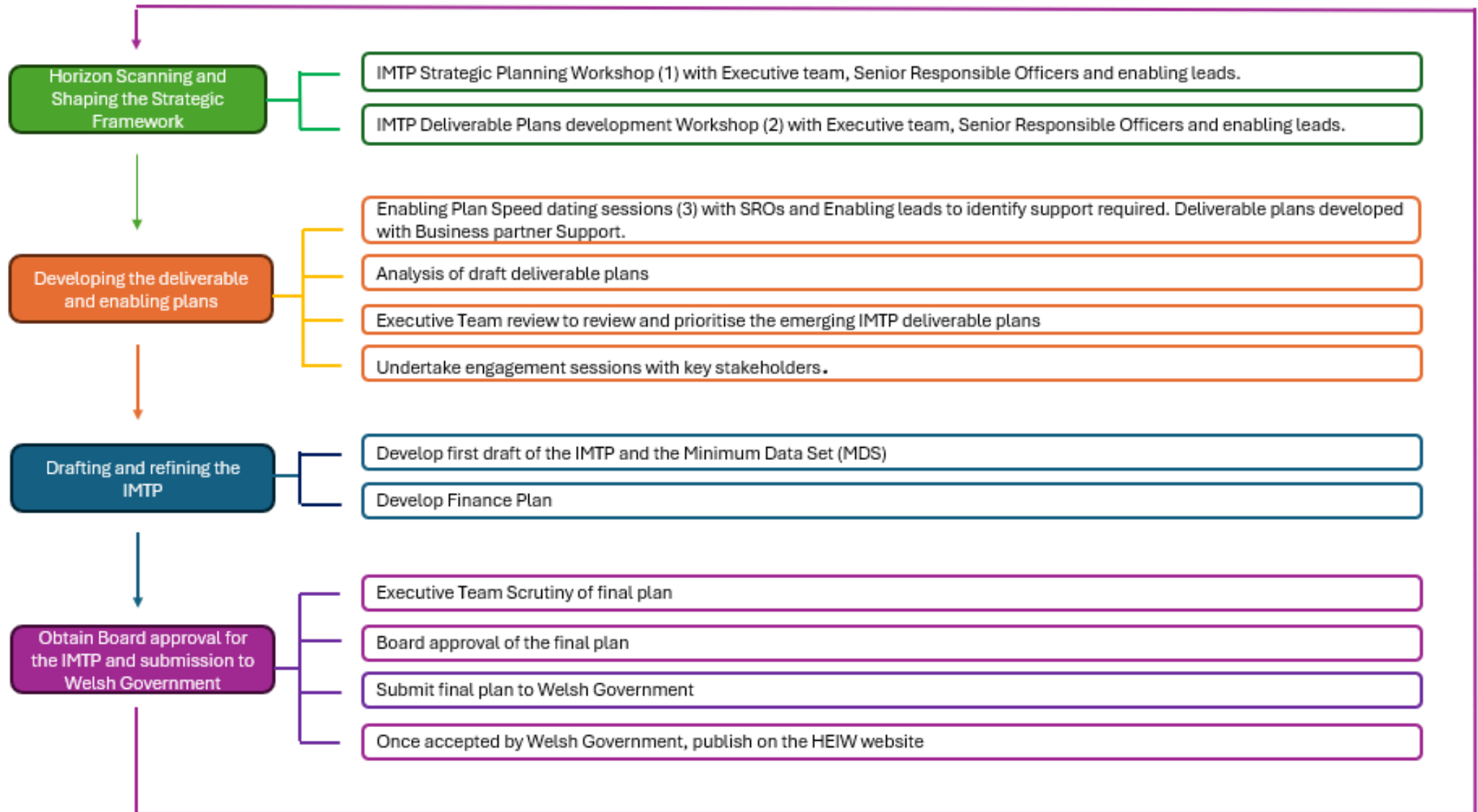
6. Common risks to the delivery of the IMTP?

As with any plan, there are always going to be potential risks to delivery. For the IMTP, these include:

- **Challenging recruitment environment** – the recruitment environment continues to be challenging across education and training which poses a risk to the pipeline and service delivery.
- **Reliance on short term/non -recurrent funding** – there is a challenging financial model of short and no-recurrent funding which could have a potential impact on the delivery of the IMTP.
- **Digital and Data capacity** – there is a significant ask from digital and data within HEIW with a high risk of capacity issues.
- **Financial Flexibility** – the plan this year is ambitious and takes a Board agreed amount of managed financial risk which means there is high level of risk. We will not be able to support in year demand or additional requests without dedicated funding.
- **Engagement** – the work we undertake is collaborative with the system and engagement and consultation play a key part in delivery. There is ongoing industrial action in an already stretched system which would pose a risk to our ability to engage with the wider system.

[Back to contents page](#)

7. What are the timeframes surrounding the IMTP?



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