



GIG  
CYMRU  
NHS  
WALES

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

# HEIW communications and engagement strategy

Phase 2 April 2019 - March 2020

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**Together as a team**  
we will proactively  
communicate and engage



**Ideas that improve**  
together we will seek  
solutions and be creative

**Respect for all**  
we will respect and  
consider all views  
and opinions



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## Introduction

Much has been achieved within HEIW and with our partners since we launched on 1<sup>st</sup> October. We have built on the existing relationships of our legacy organisations and developed new ones as HEIW. It's now the beginning of the new financial year and we have launched our first annual plan. The plan has been shaped by our staff, our stakeholders and partners. It identifies the priorities for our first year, in the context of the challenges our partners are facing, and sets out what actions we are going to take to enhance and enable the health and care workforce in Wales.

In addition it reflects and supports the implementation of A Healthier Wales, the Welsh Government's response to the Parliamentary Review of Health and Social Care, which sets out an ambitious plan for a whole system revolution and provides essential context for all NHS plans going forward. It challenges HEIW along with other NHS organisations to develop sustainable plans and actions to deliver care closer to home, through strengthening primary and community services, and refocusing on prevention. It also emphasises the importance of quality improvement in a transformational system, and the need to maximise the opportunities of digital and other technology.

## Background

In 2014, the Welsh Government commissioned a review of investment of health professional education and workforce development. That review was led by Mel Evans who subsequently published a report in 2015 which made a number of recommendations – one of which was to establish a single body for the commissioning, planning, and development of education and training for the NHS workforce in Wales. Further work was then undertaken by Professor Robin Williams to scope out detailed proposals for the new single body. Following the publication of Prof Williams's report in November 2016, the Welsh Government confirmed the new organisation would come into being in October 2018.

A detailed [written statement](#) was published by Vaughan Gething, Cabinet Secretary for Health, Wellbeing and Sport in July 2017 outlining the status, functions and name of the new body.

## Our vision, purpose and functions

Our vision is **“Transforming the workforce for a healthier Wales”**.

Our purpose is to integrate and grow expertise and capability in planning, developing, shaping and supporting the health workforce. We will do this by working closely with our partners, to ensure that both the NHS and the wider care system have the right staff with the right skills to deliver world class health and care to the people of Wales.

A comprehensive communications and engagement strategy is critical to the organisation's success and delivery of its functions which include:

- working closely with partners and key stakeholders, plan ahead to ensure the health and care workforce meets the needs of the NHS and people of Wales now and in the future;

- being a reputable source of information and intelligence on the Welsh health and care workforce;
- commissioning, designing and delivering high quality, value for money, education and training in line with standards;
- using education, training and development to encourage and facilitate career progression;
- supporting education, training and service regulation by playing a key role in representing Wales, and working closely with regulators;
- developing the healthcare leaders of today and the future;
- providing opportunities for the health and care workforce to develop new skills;
- promoting health and care careers in Wales and Wales as a place to live;
- supporting the professional workforce and organisation development profession with Wales; and
- continuously improving what we do and how we do it.

## **Aim of strategy**

This strategy covers our first full year of operation commencing 1<sup>st</sup> April 2019. It replaces an earlier draft version supported by the Board in August 2018, with a focus on the transition period. It is an active document, continuously responding and adapting to the challenges of 21<sup>st</sup> century healthcare as well as feedback from staff and stakeholders.

It is based on the organisation's vision, purpose, strategic objectives, values and behaviours, plus feedback from staff and stakeholders.

## **What this strategy will do:**

- summarise how HEIW will communicate and engage effectively with staff, stakeholders and partners to build on existing and establish new working relationships.
- outline our approach to communications and engagement, and how this will align with the organisation's vision, purpose, strategic objectives, values and behaviours.
- identify key messages to support communication and engagement in priority areas.
- set out how communications and engagement will be evaluated.

## **How this strategy will achieve this:**

Through responsive communications and engagement this strategy will support the achievement of the organisation's corporate objectives by:

- Creating an inclusive and respectful working environment where staff are valued and informed, ensuring the workforce are confident to share ideas in the knowledge this will inform organisational decisions;
- Build on existing and develop new effective working relationships with key stakeholders and partner organisations, understanding each other's needs, and working together to build a sustainable and flexible health and care workforce in Wales.
- Raising the profile of HEIW within Wales and further afield, including recognising the expertise of staff and celebrating successes;
- Promoting awareness and understanding of the breadth of HEIW's role including education and training, leadership, workforce planning and digitalisation.
- Promoting, raising awareness of and increasing participation in HEIW educational and training services and programmes;
- Supporting and promoting healthcare careers and career progression in Wales;
- Breaking down barriers to healthcare training, education and careers, such as finance or limited opportunities, by making learning, training and careers in Wales as easily accessible as possible;
- Supporting and promoting the design and implementation of digital technology to meet the education and training needs of the health and care workforce.
- Gathering, sharing and acting on intelligence, evidence, feedback, lessons learnt and insights into the needs of patients, healthcare organisations and their workforces in all parts of Wales.

## **What is communication and what is engagement?**

These two terms are often interchanged but they do mean different things. Communication provides people with information; it is about the transfer of information from A to B. Engagement is more about a two-way relationship; interacting, including people, discussion, sharing, listening and responding. Without communication you can't carry out engagement – you have to pass the information or question on. As the result of good communication and engagement you will have good relationships and positive outcomes.

## **Role of communications and engagement team**

The communications and engagement team provides leadership, expertise, and professional advice to support HEIW effectively engage and communicate with staff and stakeholders. The team has a lead role in protecting HEIW's reputation and brand, and developing effective communication and engagement channels. In addition, its role also provides assurances that enable HEIW to meet its legal duties in relation to communication and engagement. The team itself has a specific corporate role, but communication and engagement is the responsibility of all staff and also the HEIW Board.

## **Who we will communicate and engage with - stakeholders and partners**

We recognise for specific topics of communication / engagement, stakeholders and partners will vary. This is a general list of HEIW stakeholders and partners, which will be refined depending on the subject for communication or engagement.

- HEIW workforce
- Health and care students and trainees including nurses, medics, allied health professionals, healthcare support workers, pharmacists
- Service users – including trainees and students
- Health and care workforce - current and future
- Education providers including Universities, trainers and mentors
- Health Boards and Trusts
- Professional bodies
- Regulators
- Trade Unions
- Social Care Wales
- Welsh Government
- Partnership boards
- Academi Wales
- Media – specialist publications and main stream media
- Patients / carers
- Public
- Third sector
- Career organisations
- Schools

## **Key priorities and messages**

It is important to recognise we have only recently moved from shadow form into the early stages of formal establishment. From a communication and engagement perspective significant changes such as this take time to bed in. Consistency around messaging is critical. However, we are very much aware our work over the next year will continuously inform our messages and direction. We will be responsive to this including, in respect of the Workforce Strategy for Health and Social Care, and adjust our messages accordingly. Our current key priorities and over-arching messages are:

### **1. HEIW Workforce**

- Together we all make HEIW and are fundamental to our success.
- Every member of staff is an HEIW ambassador and representative.
- By investing in, valuing and looking after each other, success will follow.
- Our work and behaviours will reflect our values at all times.
- We will embed people in each other's work to fully integrate what we do and ensure we optimise all the skills, knowledge and experience within the organisation.
- We will share our ideas and our successes.
- We will take a collective leadership approach - motivate, encourage, empower, decision makers.
- We will appreciate and acknowledge what staff have done and do on a daily basis.

### **2. Raise awareness of and promote role and benefits of HEIW**

- HEIW Vision – Transforming the workforce for a healthier Wales.
- An independent statutory body with legal powers to carry out work in its own right, and legal duties to comply with specific regulations and carry out specific duties.
- 11<sup>th</sup> member of the NHS Wales family; sits alongside Health Boards and Trusts, and has an all Wales remit.
- HEIW has power, influence and strategic presence to be a system leader, looking at consistent and sustainable ways of addressing education, training and workforce issues from an all Wales perspective.
- Provides a platform for workforce, education and training agenda to be discussed and be at heart of decision making.

### **3. Build the reputation of HEIW based on the foundations of the legacy organisations.**

- We will build HEIW on the foundations laid by the excellent work of the legacy organisations.
- We will deliver what we said we would do, and on time.
- Our affiliation with Universities and healthcare organisations across Wales will ensure all we do is for the benefit of everyone in Wales.

### **4. Build on existing and establish new strong and effective working relationships with partners and stakeholders**

- Our partners and stakeholders are extremely important to us.
- Working together, understanding each other's needs, and how we can best support each other is critical if we are to succeed individually and as a system.
- We will always communicate, engage and work closely with our partners and stakeholders.

- We will share our learning and the evidence we gather with partners to support successful outcomes for staff services and patients.

## **5. Education and training**

- More generalist, more flexible and with more access routes to enable modernisation of the workforce.
- Support NHS organisations with opportunities to “grow their own”, particularly in rural areas.
- To equip staff to provide the best care possible we all need to invest in education and training. We need to think about education and training first rather than last as it feeds the answers.
- Support staff to use all their skills and experience to work at top of their skills set in line with Prudent Healthcare Principles.
- Change the way we think and do things by supporting the development of the multi professional teams, with the patient or service user at the centre.
- Allow more people earning to do learning.

## **6. Workforce planning**

- We have to be realistic, no one can know exactly what the workforce needs in years to come will be, so flexibility and adaptability is key.
- Workforce planning remains the responsibility of Health Boards and Trusts, and we are not here to take that away. We will support and help to improve abilities to workforce plan.
- Encourage everyone to look for new solutions to workforce issues. We have a role in helping to implement them e.g. access to education supporting structure in place.
- Ensure workforce planning takes into account emerging opportunities and challenges from the digital technology agenda as laid out in the Topol review.
- We can deliver sustainable improvement and step up change to deliver workforce and address all Wales issues.
- Investment in the workforce needs to be assessed on the basis of value not cost, and should be a primary consideration in discussions and decisions, not last.
- Ensure workforce is employed not just on academic achievements but competencies.

## **7. Recruitment and retention**

- We will promote the NHS as a great place to work, with great opportunities for all.
- We will focus our attention on the needs of the workforce in parallel with the needs of the patient.
- Wellbeing of staff is a central theme. To retain staff and encourage people to join NHS we will work with partners to enable staff to develop within the system. We’ll be thinking creatively about enabling staff to progress while they’re employed.
- We have people who aspire, we need to open doors to get them there.

## **8. Careers**

- NHS organisations and other partners are already doing a lot to promote careers in Wales. We will add value by working alongside our partners to promote the diverse range of careers within healthcare, as well as taking an active role in national campaigns.



## How we will communicate and engage

Priority	Actions	How
<b>1. HEIW workforce</b>	<ul style="list-style-type: none"> <li>• Promote successes and achievements</li> <li>• Promote work and activities of staff social committee.</li> <li>• Promote wellbeing initiatives.</li> <li>• Raise awareness of awards staff can enter</li> <li>• Engage with staff when planning and making decisions allowing them to contribute.</li> <li>• Learn about HEIW, what the organisation does and the staff who form it.</li> <li>• Sharing ideas, information, and learning with each other</li> <li>• Support and equip staff to confidently communicate and engage as HEIW ambassadors</li> </ul>	<ul style="list-style-type: none"> <li>• Regular internal bulletins and press releases. Copies on social media.</li> <li>• Staff awards</li> <li>• Acknowledging a job well done</li> <li>• Regular staff bulletins, section on intranet.</li> <li>• Urgent corporate messages on intranet and sent by email.</li> <li>• Targeted corporate comms round-up email for those staff based off-site.</li> <li>• CEO staff bulletin</li> <li>• CEO open forum</li> <li>• Take time to talk to colleagues and support each other.</li> <li>• Cascading from Senior Leadership Team meetings.</li> <li>• Team meetings.</li> <li>• 1 – 1s</li> <li>• Staff events.</li> <li>• Staff proactively seeking information and engaging with each other.</li> <li>• Lunch and learn.</li> <li>• Staff induction</li> <li>• Staff surveys</li> <li>• Communications representatives to support staff alongside comms team.</li> <li>• Maximise use of digital technology such as Skype and Webinars to communicate and engage with colleagues across Wales.</li> <li>• Exec team drop-in session for staff following Board meetings taking place across Wales.</li> </ul>
<b>2. Role of HEIW</b> <b>3. Reputation of HEIW</b>	<ul style="list-style-type: none"> <li>• Review legacy websites and develop new HEIW website</li> <li>• Develop social media accounts to maximise on</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Team to design website to meet the needs of departments and stakeholders</li> <li>• Comms Team – to create</li> </ul>

	<p>engagement, sharing of information, promoting services and acknowledging success across Wales</p> <ul style="list-style-type: none"> <li>• Regular CEO newsletter</li> <li>• Promote the work of HEIW, success and achievements</li> <li>• Mention HEIW</li> </ul>	<p>corporate website content.</p> <ul style="list-style-type: none"> <li>• Departments to develop own relevant content for their section with support from comms and digital teams.</li> <li>• Communications representatives in each department to facilitate the flow of information between departments and comms team</li> <li>• Communications team to create interesting and relevant content based on information provided by departs.</li> <li>• CEO stakeholder bulletin for sharing via email, website and social media</li> <li>• Produce proactive press releases, articles for specialist publications and social media., Contribute to NHS Wales CEO bulletin</li> <li>• stakeholder events</li> <li>• Board meetings.</li> <li>• At meetings with stakeholders and when presenting at events, conferences, etc.</li> <li>• Communications and engagement team to assist colleagues with appropriate communication and engagement materials</li> <li>• Attend events with HEIW information stand</li> </ul>
<p><b>4. Relationships with partners and stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Proactively work at maintaining existing relationships and seek out new and appropriate relationships.</li> <li>• Work with communications and engagement teams in partner organisations on joint projects</li> <li>• Use social media platforms to engage in two-way discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings, peer groups, workshops and events.</li> <li>• Host regular HEIW events</li> <li>• Hold Board Meetings at sites across Wales and invite stakeholders and public to attend.</li> <li>• Meet regularly with Heads of Communications.</li> <li>• HEIW Head of Communications and Engagement part of NHS Wales Heads of Comms group</li> </ul>

		<ul style="list-style-type: none"> <li>• Comms team to promote social media and facilitate discussions.</li> </ul>
<p><b>5. Education and training</b></p> <p><b>6. Workforce planning</b></p> <p><b>7. Recruitment and retention</b></p> <p><b>8. Careers</b></p>	<ul style="list-style-type: none"> <li>• Proactively meet with partners and stakeholders to discuss education, training, and workforce issues and solutions.</li> <li>• Review plans and programmes of other organisations and joint national programmes to inform HEIW planning and work.</li> <li>• Work jointly with partners and stakeholders to inform national programmes and strategies</li> <li>• Regularly update stakeholders and service users on HEIW plans, programmes and initiatives.</li> <li>• Gain feedback from students and trainees on their education and training experience to inform future work.</li> <li>• Gather feedback from the workforce to influence future plans and strategies</li> <li>• Work with partners and stakeholders on national career programmes such as Train Work Live</li> <li>• Actively promote Wales as a place to live and have an NHS career.</li> <li>• Actively promote over 350 NHS Wales careers</li> <li>• Promoting job vacancies in NHS Wales</li> </ul>	<ul style="list-style-type: none"> <li>• HEIW representation at peer groups</li> <li>• Meetings with representatives from partner organisations</li> <li>• Attendance at events / conferences</li> <li>• HEIW Assistant Director of Workforce to be HEIW lead for Train Work Live supported by comms team and representatives from relevant departments.</li> <li>• Careers officers and communications team to work together on promotional careers programme.</li> <li>• Communications team to support Health Boards and Trusts by sharing their job vacancies on social media.</li> <li>• HEIW roadshow around Wales to meet students and trainees plus trainers, educators and education leads in HBs and Trusts.</li> <li>• Use the results of the NHS Wales staff survey to gather workforce intelligence.</li> <li>• Use, meetings, groups, CEO bulletin, news articles and social media to inform, promote and engage on solutions.</li> </ul>

**Guiding principles on which all communications and engagement will be based.**

*Effective communication and engagement is everyone’s responsibility.*

It will be:

Open	Honest	Clear	Reliable	Relevant
Timely	Consistent	Two-way	Responsive	Flexible
Purposeful	Appropriate	Inclusive	Accessible	

**Language and tone**

Depending on the information, audience and method of engagement this will vary. For example, with social media our tone would be informal and chatty – social media is all about being social, friendly, and approachable. On the other hand, an official communication regarding a serious matter would be more formal in tone and language but still be clear and easy to understand. However, it should always be positive, optimistic and constructive reflecting our values, people principles and be bilingual.

**How we will evaluate**

Successful communication and engagement rely on everyone proactively taking part. On the one hand it is the responsibility of the message / information creator to ensure content is relevant and accessible to their audience. On the other hand, we rely on the audience to proactively seek out information / messages, and read them. The same applies when engaging, both parties have to be proactive and participate. With this in mind we have to be realistic when evaluating our communications and engagement, and use this information to inform appropriate developments and improvements.

<b>Outputs</b>	<b>Outtakes</b>	<b>Outcomes</b>
Media No. of press releases / articles	Website hits Social Media engagement - impressions, likes, followers, shares, retweets Responses / Feedback Published by 3 <sup>rd</sup> party	Recommendations, endorsements, supportive quotes, subversion, questions, suggestions. Behavioural change or action e.g. increase in sign up.
Staff events	Attendance Survey / responses / feedback	Awareness Engagement – taking part. Comments / suggestions Response to calls to action Feedback / response themes being used to support improvements and

		developments.
Social Media No. of Tweets / Facebook posts	Engagement - impressions, likes, dislikes, followers, shares, retweets  Comments / responses  Reach – message penetration	Recommendations, endorsements, supportive quotes, subversion, questions, suggestions.  Behavioural change or action e.g. increase in sign up. Registrations.  Decrease in behaviour
Intranet	Views	Responses to calls to action e.g. sign up for staff event  Behavioural change
Staff survey	Number of responses  Comments	Increase in results regarding communications and engagement  Feedback / response themes being used to support improvements and developments.
HEIW promotional stand No. of events attended Size of audience	Feedback from attendees	Recommendations, endorsements, supportive quotes, subversion, questions, suggestions.  Feedback / response themes being used to support improvements and developments.
HEIW events	Attendance  Survey / responses / feedback	Awareness  Engagement – taking part.  Comments / suggestions  Response to calls to action  Feedback / response themes being used to support improvements and developments.

### Conclusion – next steps.

This strategy sets out our intentions and expectations in 2019 – 20 with effect from April 2019. It is a flexible document which will be adapted as a result of future developments and feedback. It is the intention this document will be replaced in April 2020 with a revised strategy in line with the HEIW IMTP 2020 - 2023.

**HEIW Communications and Engagement Team. (March 2019).**