

19 June 2023

All Wales Imaging Quality Forum

Dear AWIQF members,

### **Strategy for Developing a Radiology Workforce Model for Wales**

During 2021/22 Health Education and Improvement Wales (HEIW) supported the Imaging Workforce and Education Group (IWEG) and the National Imaging Programme to develop the attached *Building the NHS Wales Imaging Workforce Model – Strategy for Developing a Radiology Workforce for Wales*.

Health Education and Improvement Wales supported the Imaging Workforce and Education Group to actively engage with Health Boards and Trusts across Wales to identify barriers and opportunities to Radiology workforce transformation and to enhance the skills for the development of local workforce plans using the consistent NHS Wales workforce planning approach. The approach adopted was a ‘bottom up’ approach, whereby organisations undertook workforce planning activity locally and the outputs of this work were fed into the national workforce planning to ensure that any workforce solutions identified could be deployed locally in consideration of organisational similarities and differences.

The ‘Strategy for Developing a Radiology Workforce Model for Wales’ is the first output in the process of building the NHS Wales Imaging Workforce Model. It presents in detail the key themes that arose during this engagement and those that emerged from analysis of the outputs of each Organisation’s workforce planning and the national level work. It also considers the strategic context and current literature on Diagnostic Workforce redesign.

The Strategy sets out several recommendations to support and facilitate the development of a strong, resilient, and sustainable Radiology workforce for the future. These recommendations require both a National and local approach to implementation to ensure that the benefits are realised for both patients and staff.

The National Imaging Programme has committed to overseeing the management and execution of these recommendations via a programme of work, coordinating, and driving the delivery of the

recommendations that need to be addressed nationally whilst also supporting Organisations with their local implementation. To enable the delivery of this programme of work, the role of IWEG has been reviewed; with new terms of reference the Imaging Workforce and Education Transformation Programme (IWETP) will oversee delivery and provide a formal structure to take forward this work, working with partners such as HEIW where appropriate.

The outline vision for this programme will be:

*“Creating a strong, resilient workforce. Supporting staff to deliver services well. Delivering a sustainable future for imaging services.”*

The next phase of work has already commenced with the development of an initial high-level plan and is represented by four key workstreams:

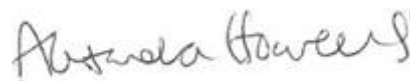
- Workforce Planning
- Workforce Development and Standardisation
- Digital and Technological Infrastructure
- Wider Imaging Workforce

This strategy for workforce development is the first of its kind for Imaging Services in Wales. It is the product of a significant degree of collaboration between the National Imaging Programme, HEIW and Radiology Services in Wales. The delivery of the vision will require ongoing workforce planning and collaboration across organisations; therefore, we are seeking your support and commitment in taking this work forward.

Yours sincerely



**Steve Moore**  
**Senior Responsible Owner (SRO), National Imaging Programme**



**Alex Howells**  
**CEO Health Education and Improvement Wales**