



### STRATEGIC NURSING WORKFORCE PLAN FOR WALES

Theme	Number	Strategic Action	National Body
Strategic Nursing Workforce Plan Actions <b>Engaged, Motivated Healthy Workforce</b>	1	<p><b>Action</b></p> <p>As part of the All-Wales Retention programme demonstrate the impact of the Nurse Retention Plan for Wales.</p>	HEIW
		<p><b>Description</b></p> <p>Nurses are leaving for a multitude of reasons including lack of career opportunities, pay, burnout and lack of flexible working options. Recruiting larger numbers will not solve the problem unless more attention is paid to what nurses say they need to stay in the workplace. Several solutions are needed to address generational differences and needs of the nursing workforce. Increased turnover has financial implications for organisations and a loss of skills and experience.</p>	
		<p><b>Evidence</b></p> <p>Work-life balance is now the second most common reason for leaving a role, numbers citing this reason are now nearly four times higher than a decade ago, the result of experienced</p>	

	<p>nurses leaving the workforce is an experience- complexity gap.<sup>1</sup> The rigid structure of NHS employment and rostering means there can be an 'all-or-nothing' approach, with long shifts and undesirable work–life balance. The use of shorter shifts and non-traditional roles are needed to keep experienced staff at the bedside, including allowing those who want to to move away from 12 hours shifts<sup>2</sup>. The interventions that would improve their sense of worth include skills and training development, improved culture, health, and wellbeing initiatives including changes to working conditions and breaks and flexible working and the ability to achieve work life balance.<sup>3</sup></p> <p>To retain the future workforce, generation Z, the offer must meet their expectation which may be different from previous generations and includes the provision of flexible working arrangements, the opportunity for growth and development, having impact and purpose and having the latest technology in the workplace.<sup>4</sup></p> <p><a href="#">Sustain and Retain in 2022 and Beyond</a> reported the scale of shortage could be a need to replace up to 13 million nurses globally in the coming few years. Further, more recent evidence collected in the last 12 months highlights that those trends are both continuing and increasing.<sup>5</sup></p> <p><a href="#">ICN Recover-to-Rebuild report EN.pdf</a> (March 2023)<sup>6</sup> “Urgent and extreme action is needed now to improve recruitment and retention of the global healthcare workforce”:</p>	
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<sup>1</sup> A service improvement project of a legacy nurse programme to improve the retention of late career nurses [A service improvement project of a legacy nurse programme to improve the retention of late career nurses - PubMed \(nih.gov\)](#)

<sup>2</sup> RCN (2022) Retaining nurses in the profession; what matters?

<sup>3</sup> Workforce: recruitment, training and retention in health and social care [Workforce: recruitment, training and retention in health and social care - Health and Social Care Committee \(parliament.uk\)](#)

<sup>4</sup> Forbes (2023) **8 Ways Businesses Can Attract And Retain Gen-Z Talent** [8 Ways Businesses Can Attract And Retain Gen-Z Talent \(forbes.com\)](#)

<sup>5</sup> [Sustain and Retain in 2022 and Beyond](#) (Buchan, Catton & Shaffer, 2022), reported on emerging evidence of the impact of the COVID pandemic on the [global] nursing workforce - increased rates of nurses leaving the profession

<sup>6</sup> [ICN Recover-to-Rebuild report EN.pdf](#) (March 2023)

		<p>- Sustained success in improving nurse supply, distribution and retention is likely to be related to planned, sequenced, multi-policy intervention—so-called ‘bundles’ of linked policies, rather than single interventions.</p> <p><b>Engagement</b></p> <p>Participants stressed the importance of an improved work-life balance, support for childcare responsibilities, flexible working options, and predictable shift schedules. Retire and return was a popular idea, offering more support for retired nurses, allowing them to return to the workplace and their share knowledge without being downgraded.</p>	
		<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Improved nurse retention.</li> <li>• Reduced NHS turnover rate for nursing.</li> <li>• Effective rostering and deployment.</li> <li>• Increased flexible working/work life balance.</li> </ul>	
	<b>2</b>	<p><b>Action</b></p> <p>Support the implementation of the <b>Career-spanning support for Supervision</b> recommendations.</p>	HEIW
		<p><b>Description</b></p> <p>Preceptorship offers the structured support needed to transition newly registered nurses’ knowledge into everyday practice successfully. A positive preceptorship experience is reported to result in newly registered nurses having increased confidence and sense of belonging, feeling valued by their employer, this can result in newly qualified nurses staying in a post and within the NHS when they might otherwise have left. Restorative clinical supervision addresses the emotional needs of staff. It provides ‘thinking space’ and can reduce stress and burnout and in turn improves staff retention.. The Chief</p>	

		<p>Nursing Officer for Wales has recognised the importance of preceptorship and restorative supervision in her priority work areas and is aiming to ensure nurses have access to career spanning supervision appropriate to their roles.</p>	
		<p><b>Evidence</b></p> <p>Some newly qualified nurses report feeling unprepared on completing their undergraduate education and the transition may be stressful as some nurses feel vulnerable and overwhelmed.<sup>7</sup> Preceptorship is effective in retaining newly qualified nurses, increasing satisfaction and staff engagement.<sup>8</sup></p> <p>Access to supervision is critical to retaining the nursing workforce, it supports and promotes personal resilience and enhances recruitment and retention as staff feel valued.<sup>9</sup> The findings from a review of restorative supervision support the recommendation that RCS improves the mental health and wellbeing of staff: it reduced burnout by 43% and stress by 62% from regional baselines.<sup>10</sup></p> <p>ICN Recover to Rebuild report states that protecting and investing in support of nurses is vital to health system recovery and rebuild, it includes implementing policies for improved career structure, supervision and support<sup>11</sup></p> <p><b>Engagement</b></p> <p>The engagement identified a call for emotional support, including clinical supervision, as this is crucial for nurses to feel safe in their roles, and safe to express their feelings and concerns to managers and colleagues. Participants felt that creating safe spaces and opportunities for</p>	

<sup>7</sup> Do preceptorship and clinical supervision programmes support the retention of nurses? (2020) [\(PDF\) Do preceptorship and clinical supervision programmes support the retention of nurses? \(researchgate.net\)](#)

<sup>8</sup> An All-Wales approach to enhancing preceptorship and clinical supervision in nursing practice., WG (2023)

<sup>9</sup> An All-Wales approach to enhancing preceptorship and clinical supervision in nursing practice., WG (2023)

<sup>10</sup> NHS England (2023) Professional nurse advocate A-EQUIP model: a model of clinical supervision for nurses [NHS England » Professional nurse advocate A-EQUIP model: a model of clinical supervision for nurses](#)

<sup>11</sup> [ICN Recover-to-Rebuild\\_report\\_EN.pdf](#):

		nurses to discuss their experiences and emotions promotes overall wellbeing and retention of the workforce.	
		<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Improved retention.</li> <li>• Consistency across Wales in the approach to preceptorship and clinical supervision.</li> </ul>	
	<b>3</b>	<p><b>Action</b></p> <p>Support the Wellbeing Network to evaluate the implementation of the All-Wales Best Practice Wellbeing Guide for NHS Wales.</p>	HEIW
		<p><b>Description</b></p> <p>In line with the Welsh Government Final Measures Package (2023) several initiatives are required to make nurses feel valued in the workplace including breaks, somewhere to store personal items, access to development, visible, compassionate leaders and working in a supportive culture.</p>	
		<p><b>Evidence</b></p> <p>Restorative breaks have been shown to reduce clinical errors and omissions from fatigue and cognitive stacking.<sup>12</sup></p> <p>Personal resilience has been found to significantly reduced nurse burnout <sup>13</sup>and been identified as essential in coping with work related stress and adversity, maintaining job</p>	

<sup>12</sup> Exploring nurse perceptions and experiences of resilience (2022) [Exploring nurse perceptions and experiences of resilience: a meta-synthesis study | BMC Nursing | Full Text \(biomedcentral.com\)](#)

<sup>13</sup> Foster, K. , Roche, M. , Delgado, C. , Cuzzillo, C. , Giandinoto, J. A. , & Furness, T. (2019). Resilience and mental health nursing: An integrative review of international literature. *International Journal of Mental Health Nursing*, 28, 71–8

	<p>satisfaction, engaging in self-care and helping to address problems with workforce retention and staff well-being.<sup>14</sup> Staff who experience compassionate leadership are more engaged and satisfied in their work resulting in better outcomes for organisations.</p> <p>Research Topic Insights in Public Mental Health: 2021(Norway) acknowledges the stressors, burdens, and psychological needs of the healthcare workforce across health systems and disciplines, and calls for renewed efforts to mitigate these challenges<sup>15</sup></p> <p>Solutions that address the anticipated nursing shortage should focus on thriving at work: a positive psychological state characterised by a sense of vitality and learning, resulting in higher levels of work engagement, commitment, and wellbeing...international evidence on organisational factors that support hospital nurse wellbeing<sup>16</sup></p> <p><b>Engagement</b></p> <p>Staff highlighted feeling valued and supported by being given the opportunity to have regular breaks, breakout and changing rooms and access to amenities. Respondents asked for additional support in protecting nurses from stress, burnout, harassment which they felt were risks associated with a career in nursing.</p>	
	<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Improved retention.</li> <li>• Improved job satisfaction.</li> <li>• Reduced sickness and absence among nurses.</li> </ul>	

<sup>14</sup> Dawson and West (2018) Employee engagement, sickness absence and agency spend in NHS trusts [NHS England report template - tick icon](#)

<sup>15</sup> [Research Topic Insights in Public Mental Health: 2021: Prioritising the Mental Health and Well-Being of Healthcare Workers: An Urgent Global Public Health Priority . . . t](#)

<sup>16</sup> [An Integrative Review of How Healthcare Organizations Can Support Hospital Nurses to Thrive at Work nt. J. Environ. Res. Public Health 2020, 17\(23\), 8757](#)

	4	<p><b>Action</b></p> <p>Consider fair reward and recognition across the nursing workforce in Wales including elements contained in the non-pay agreement and the use of resources including recruitment and retention premia.</p>	Welsh Government
		<p><b>Description</b></p> <p>Pay is not the main reason why people choose to work in health care, nor is it the main reason why people leave the NHS. But it is a mechanism that, if used sensibly, can help to attract people into health and social care, and motivate them to stay.</p> <p><b>Evidence</b></p> <p>There is a close relationship between wages, job satisfaction and retention among the NHS workforce, poor satisfaction increases the likelihood of staff leaving the NHS.<sup>17</sup> Successful initiatives have introduced staff benefits which have reduced nurse vacancies by one third, increased retention rates, reduced turnover and agency spend.<sup>18</sup></p> <p><b>Engagement</b></p> <p>Views were expressed that nurse's roles have expanded to take on more responsibilities without fair remuneration. A review of Agenda for Change was suggested and for fair pay to reflect additional responsibilities and recognition of the extra workload and time they give. Recognition through means other than pay were also important these included excellence awards such as the CNO Excellence Awards and the RCN Nurse of the Year Award and local ways to celebrate nurses e.g. staff stories being told at Board meetings and other forums.</p>	

<sup>17</sup> Relationship between labour force satisfaction, wages and retention within the UK National Health Service: a systematic review of the literature (2020) BMJ open

<sup>18</sup> [Increasing recruitment and retention through reward \(2021\) NHS Employers](#)

		<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Improved job satisfaction.</li> <li>• Improved retention of nurses.</li> <li>• Improved nursing workforce morale.</li> </ul>	
<b>Attraction and Recruitment</b>	<b>5</b>	<p><b>Action</b></p> <p>Expand nursing work experience opportunities across the whole of NHS Wales for people of all ages and backgrounds in line with the Strategic Framework for NHS Wales Careers</p>	HEIW
		<p><b>Description</b></p> <p>There are misunderstandings about the role of the nurse in healthcare that high quality work experience placements could dispel. The current economic situation could provide an opportunity to offer these placements to a cross section of the population including people with life experience and those who are yet to choose a career path.</p> <p><b>Evidence</b></p> <p>Research shows that older workers are the fastest-growing age group taking up the government's work experience opportunities in England.<sup>19</sup></p> <p>There is evidence that there are fewer men than women in the nursing profession. In 2023 9.7 % of registrants with the NMC living in Wales were male while 90.3% identify as female.<sup>20</sup> One reason for this gender disparity is the perception of nursing as a predominantly feminine role, which deters many men from pursuing it as a career. The register also shows that in September 2023 11.5% of registrants in Wales were from black and minority ethnic backgrounds. Offering work experience could encourage underrepresented groups to pursue a career in nursing.</p>	

<sup>19</sup> Older workers taking more work experience opportunities (2017) [HR Magazine - Older workers taking more work experience opportunities](#)

<sup>20</sup> NMC (2023) The NMC register mid- year update. [0130e-mid-year-data-report-wales-web.pdf \(nmc.org.uk\)](#)



		<p>Consideration needs to be given to generational differences in needs and expectations to recruit generation z.<sup>21</sup></p> <p>The availability of school children's nursing work experience varies depending on local educational and healthcare practices, as well as any legal or regulatory restrictions. Additionally, in some cases, students may need to seek out such opportunities independently or through community organisations rather than through their schools directly.</p> <p>The U.S. have partnerships with local healthcare facilities that offer work experience opportunities for students interested in healthcare careers, including nursing. Programmes may include shadowing opportunities, volunteer work, or internships.</p> <p>Australia - some high schools may facilitate work experience placements arranged through partnerships with local hospitals, aged care facilities, or community health centres.<sup>22</sup></p> <p>Some secondary schools in New Zealand may facilitate work experience placements that may involve shadowing nurses in hospitals, aged care facilities, or other healthcare settings.<sup>23</sup></p> <p><b><u>Engagement</u></b></p> <p>The topic of offering work experience tied in closely with the promotion of nursing, particularly in schools</p>	
		<p><b><u>Impact</u></b></p> <ul style="list-style-type: none"> <li>• Attract a diverse nursing workforce from varied backgrounds and skills.</li> <li>• Improve consistency and equity in work experience opportunities across Wales.</li> <li>• Expand the pipeline into undergraduate nurse education.</li> </ul>	

<sup>21</sup> Jones. K; Warren. A; Davies. A(2015) Mind the Gap; Exploring the needs of early career nurses and midwives in the workplace. Kings Fund. London.

<sup>22</sup> [Work Experience: Policy | education.vic.gov.au](http://education.vic.gov.au)

<sup>23</sup> [A new system for student placements – Health New Zealand | Te Whatu Ora](http://www.health.govt.nz/te-whatu-ora)

	<b>6</b>	<b>Action</b>  Deliver a 3-year attraction and recruitment multifaceted marketing campaign promoting opportunities for nurses to train, work and live in Wales, strengthening the image of nursing as a career in Wales.	HEIW
		<b>Description</b>  In December 2023 there were 2059 vacancies in registered nursing, midwifery, and health visiting (Stats Wales) There are several reasons why people may be hesitant to enter the nursing profession including high stress and workload, burn out and compassion fatigue, lack of respect and recognition and low pay relative to responsibilities. Having a 3-year campaign will raise the profile of nursing for all genders, ages, and backgrounds. Focussing on the support workforce as well and Registered Nurses will demonstrate the career opportunities available. Nursing needs a more diverse workforce that reflects the population of Wales. Undertaking a recruitment campaign will raise the profile of nursing overall and facilitate for targeting of underrepresented groups.	
		<b>Evidence</b>  The Advisory Board survey ranked the market shortage of registered nurses as their top concern. <sup>24</sup> In the UK several commentators have attributed staff shortages in health and social care to multiple factors. This includes: a lack of long-term workforce planning by the government and the NHS; Brexit leading to a loss of staff coming from the EU; concerns over pay; and job pressures due to increasing staff shortages. <sup>25</sup> Diversity in the workplace carries a host of benefits for healthcare employers, their staff, and their patients including higher employee morale, better recruitment and retention and better problem solving. <sup>26</sup>	

<sup>24</sup> Health systems nursing leaders' concerns in 2023, ranked [Health system nursing leaders' concerns in 2023, ranked \(advisory.com\)](#)

<sup>25</sup> UK Parliament (2022) staff shortages in the NHS and social care sectors [Staff shortages in the NHS and social care sectors - House of Lords Library \(parliament.uk\)](#)

<sup>26</sup> Provo College (2022) Importance of diversity in healthcare and how to promote it. [Importance of Diversity in Healthcare & How to Promote It | Provo College](#)

		<p>Successful international campaigns use targeted and persuasive marketing strategies to attract nurses highlighting benefits such as competitive salaries, professional development opportunities, work-life balance, and the overall quality of life in the destination country. However, WHO raises concerns of long-term Implications of aggressive recruitment from other countries<sup>27</sup></p> <p><b>Engagement</b></p> <p>Significant work is needed around promotion and changing the misconception of nursing, starting with primary/secondary schools. Specifically, suggestions included to promote nursing with a national advertising campaign on TV and on buses. Work with national media on campaigns that show the impact that nurses have on people's lives. Take advantage of events in Wales, such as Urdd eisteddfod and The Royal Welsh Show to celebrate nursing and promote the profession.</p>	
		<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Individuals attracted from diverse backgrounds and underrepresented groups.</li> <li>• Improving recruitment and retention</li> </ul>	
	7	<p><b>Action</b></p> <p>Establish an all-Wales Nurse Bank, (paid weekly), to reduce the reliance of high-cost agency in nursing in NHS Wales and reinvest the savings into the staffing budget for the nursing workforce.</p>	NWSSP
		<p><b>Description</b></p>	

<sup>27</sup> ['Poaching' of nurses leaving the Philippines in 'difficulty' | Nursing Times](#)  
[Nurse shortage branded a 'global health emergency' | Nursing Times](#)

		<p>Nurses opt to work as agency nurses for several reasons including flexibility, weekly pay, higher pay, and variety however, it is not all positive and there are some negative aspects of working purely for an agency including not being part of a team, having to arrange your own pension and the unpredictability of work.</p> <p>Attracting nurses to work via a nurse bank arrangement will reduce cost.</p> <p>A greater understanding of the needs of the workforce could support their transition from agency to bank and potentially substantive status.</p>	
		<p><b>Evidence</b></p> <p>Evidence suggests that agencies are offering better pay, career opportunities, flexible working, and improved work life balance than bank working or substantive employment<sup>28</sup>. Due to the number of vacancies and a reliance on agency NHS Wales spent £161.2 million on agency nursing and midwifery in 2022-23.</p> <p>While working for an agency may have benefits for staff research shows that agency nurses are not always effective substitutes for permanent, experienced registered nurses in terms of patient safety<sup>29</sup></p> <p><b>Engagement</b></p> <p>The workforce advocated for the creation of a one Wales-wide Bank with Health Boards support, enabling nurses to choose to work for either their current employer or another Health board/Trust.</p> <p>Phasing out reliance on agency nurses could allow reinvestment, into NHS staff wages and higher overtime rate which would lead to improved retention and continuity of care.</p>	
		<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Providing more attractive payment schedules for nurses.</li> </ul>	

<sup>28</sup> RCN Agency Nursing [RCN-Wales-Agency-Nursing-2022 \(1\).pdf](#)

<sup>29</sup> Nursing times (2023) Relying on agency nurses carries patient safety risks – study <https://www.nursingtimes.net/news/research-and-innovation/relying-on-agency-nurses-carries-patient-safety-risks-study-11-01-2023/>

		<ul style="list-style-type: none"> <li>• Offering flexibility for nurses to work across organisations.</li> <li>• Substantially reduce agency spending.</li> </ul>	
<b>Seamless workforce models</b>	8	<p><b>Action</b></p> <p>Introduce a new community public health nurse role to manage future predicted population health care needs, reflecting the NHS in 10+ years and the Strategic Programme for Primary Care.</p>	HEIW
		<p><b>Description</b></p> <p>Predicted changes in population health and social care needs are set to increase in the next 10 years. To manage and respond to this change and deliver care closer to home with an emphasis on prevention in line with policy and evidence there is a need to develop a general public health nursing role.</p> <p>Community based nurse led models have been identified in several other countries which can be adapted to meet the population health and social care needs in Wales to reduce hospital admissions and improve health outcomes.</p>	
		<p><b>Evidence</b></p> <p>International community-based models of health and social care combine seamlessly with assistive technologies and remote monitoring, People will be broadly supported by a range of community-based services and activities.<sup>30</sup></p> <p>This will facilitate the monitoring and support of the frail, vulnerable and elderly population, home visits to older people can reduce mortality and admission to long term institutional care. This can be supported by policy makers investing in an updated model of community nursing</p>	

<sup>30</sup> Welsh Government (2021) A Healthier Wales. WG. Cardiff

		and migrating over 10 years (2024-2034) to new ways of working, placing data analytics, technology, and personalised medicine at its core. <sup>31</sup>	
		<p><b>Engagement</b></p> <p>Respondents highlighted the need for effective collaboration (e.g. exchange of information) and teamwork between nursing, social services, and other healthcare, and the need for improved processes, proactive approaches, and supportive environments that value and nurture all team members. Also raised was the need for more integrated working within the community, with multidisciplinary team discussions and efficient problem solving, better multi-disciplinary learning opportunities. Alongside this is the need to educate the population to better understand their relationship with nursing practitioners.</p>	
		<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Registered nurses leading teams to deliver alternative care models.</li> <li>• Delivery of Care Closer to home/reduced hospital admissions</li> <li>• Different composition/skill mix of teams.</li> </ul>	
	9	<p><b>Action</b></p> <p>Implement the Welsh Government policy position on the future of the band 4 nursing role.</p>	Welsh Government
	<p><b>Description</b></p> <p>The nursing associate is a bridging role between healthcare support workers and the registered nurse and is not a substitute for the registered Nurse. The Minister for Health and Social Services has stated her intent to introduce a regulated band 4 nursing role in NHS Wales subject to the necessary UK legislative amendments.</p>		

<sup>31</sup> Elkan R, Kendrick D, Dewey M, Hewitt M, Robinson J, Blair M, Williams D, Brummell K. Effectiveness of home-based support for older people: systematic review and meta-analysis. BMJ. 2001 [Effectiveness of home-based support for older people: systematic review and meta-analysis - PMC \(nih.gov\)](#)

		<p>The registered nurse associate role will support the Registered Nurse allowing them to delegate within their scope of practice so they can focus on more complex care needs. The Registered Nurse associate route will also widen access to becoming a registered nurse.</p> <p>Since the role was first introduced into practice in 2019 the numbers entering the workforce have increased and there are now 9,390 registered nursing associates who can practice in England.</p> <p>This action supports WG in implementing this position.</p>	
		<p><b>Evidence</b></p> <p>The benefits of employing RNAs include improved service delivery and patient care, improved staff retention through career progression, the ability to 'grow your own' nursing workforce investing in a tried and tested training programme, accredited by the Nursing and Midwifery Council (NMC).<sup>32</sup></p> <p>The role helps build the capacity of the nursing workforce and the delivery of high-quality care while supporting nurses and wider multidisciplinary teams to focus on more complex clinical duties.<sup>33</sup></p> <p><b>Engagement</b></p> <p>Frequent discussion around the band 4 role/ Health Care Support Workers (HCSW) role in Wales with a particular focus on training opportunities. HCSW's have limited opportunities for career advancement and progression, reaching a glass ceiling in their careers unless they become a registered nurse.</p> <p>Commissioning education and training programs to upskill HCSWs would enhance traditional roles and expand scopes of practice to meet the broader needs of patients.</p> <p>Embracing new roles and encouraging non-registrant roles in environments of care will enable nurses to undertake the role they studied for.</p>	

<sup>32</sup> Health Education England (2019) Why employ a nursing associate? Benefits for health and care employees. [Why employ a nursing associate.pdf \(hee.nhs.uk\)](https://www.hee.nhs.uk/why-employ-a-nursing-associate)

<sup>33</sup> Health Education England (n/d) About the role. [About the role - Nursing Associates \(hee.nhs.uk\)](https://www.hee.nhs.uk/about-the-role-nursing-associates)

		<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Increased nursing workforce numbers and capacity.</li> <li>• Career advancement for the nursing support workforce</li> <li>• Improved delegation.</li> <li>• Freeing up time to care for the Registered Nurse.</li> </ul>	
	10	<p><b>Action</b></p> <p>Produce and publish a nursing post registration Career framework for nurses in pay bands 5-9 to replace the 2009 version. Providing equity of opportunity in clinical, research, academic and digital roles.</p>	HEIW
		<p><b>Description</b></p> <p>The original Post registration career framework was launched in 2009. Nursing has evolved since then with developments in Advanced and Consultant practice, the introduction of enhanced practice and career pathways in digital nursing.</p> <p>A renewed post registration career framework will provide guidance and consistency for NHS Wales, help nurses currently in post identify their goals and aims and provide information for those considering a career in nursing on the opportunities available to them.</p>	
		<p><b>Evidence</b></p> <p>The development of career pathways for nurses is vital for the nursing profession's growth and stability in the healthcare system. By recognising and supporting nurses' career aspirations, healthcare organisations can foster a highly skilled, diverse, and motivated workforce better equipped to navigate the complex challenges of modern healthcare.<sup>34</sup></p> <p>Nursing needs good quality research to advance practice and improve patient outcomes, unfortunately, nursing has been criticised as relying on practices that are grounded in</p>	

<sup>34</sup> Nashwan AJ. The Vital Role of Career Pathways in Nursing: A Key to Growth and Retention. Cureus. 2023 May [The Vital Role of Career Pathways in Nursing: A Key to Growth and Retention - PMC \(nih.gov\)](#)



		<p>tradition or past experiences, with limited research-based intervention. Many authors believe that nurses' lack of required knowledge, skills and experience, ill-defined career pathways and limited opportunities for participating in research are all major barriers.<sup>35</sup></p> <p>One of the CNO for Wales priorities is to define strong nursing and midwifery careers that deliver a strong professional alignment with the Chief Nursing Officer office and consistency in roles and titles across Wales.<sup>36</sup></p> <p><b>Engagement</b></p> <p>Respondents called for expanding nursing skills, practical skilled courses (like the old ENB/WNB), or clinical qualifications in various specialties, that could offer an alternative to MSc offerings.</p> <p>Several participants advocated for career development options that allowed healthcare professionals to maintain their clinical skills, indicating a desire for flexibility in career progression without losing their clinical expertise.</p>	
		<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Improve career development and progression opportunities for nurses.</li> <li>• Facilitate improved job planning.</li> <li>• Increased numbers of nurses in research, academia, and digital roles.</li> </ul>	
	<b>11</b>	<p><b>Action</b></p> <p>Maximise retention of Band 5 Registered Nurses into competent Band 6 registrants through the development of a national quality assured competency framework.</p>	HEIW

<sup>35</sup> BJN (2022) How a better understanding of nursing research roles may help to embed research into clinical structures.

<https://www.britishjournalofnursing.com/content/professional/how-a-better-understanding-of-nursing-research-roles-may-help-to-embed-research-into-clinical-structures/>

<sup>36</sup> Welsh Government (2022) CNO Priorities. WG. Cardiff .

	<p><b>Description</b></p> <p>Experienced nurses are leaving the workforce at escalating rates largely due to retirement age, working less hours or moving to other healthcare positions. This leaves a loss of knowledge and experience which is often replaced by newly graduated nurses.</p> <p>The Framework will safeguard the uptake of added responsibilities at Band 6 which typically will include supervising other staff members, providing clinical leadership and working with complex patients and procedures. The transition period will be of a duration to ensure sufficient experience for confidence in independent decision-making, day-to-day ward, and team management, and sufficient knowledge to support their role within a specialty.</p> <p><b>Evidence</b></p> <p>Welsh Government (2023) <a href="#">Final package of measures</a><sup>37</sup></p> <p><b>NMC (2023) Leavers Survey</b></p> <p>The Nursing and Midwifery Council (NMC) Leaver’s Survey (2023) reports nurses are leaving the register, often earlier than anticipated, citing reasons such as lack of career progression, support, burnout, and concerns about the quality of people’s care.</p> <p><b>A systemic review</b><sup>38</sup> <b>on international trends in career pathways in nursing identified</b> the importance of a clear career path for nurses in Saudi Arabia, highlighting the lack of such a path, especially for diploma holders. It emphasises the need for professional development to improve patient care and nurse retention, and how Saudi Vision 2030 has influenced changes in healthcare education and practice. The article also reviews on-the-job training activities and their impact on nurses’ knowledge, skills, and retention, suggesting that a</p>	
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<sup>37</sup> Welsh Government (2023) [Final package of measures](#)

<sup>38</sup> Albargawi.Met al (2022) International trends of nursing career path: A systematic review. [www.saudijhealthsci.org](http://www.saudijhealthsci.org)

		<p>structured career path could lead to advancements and promotions within the nursing profession.</p> <p><b>Engagement</b></p> <p>Participants stated they wanted career progression emphasising the need for diverse pathways for development for nurses, enabling them to remain in clinical, patient-facing roles.</p> <p>A desire for fair and transparent processes that value nurses in their respective roles and specialties. A comparison was made with the private sector, which currently offers better CPD opportunities.</p> <p>Nurses also stressed the need for recognition and utilisation of transferable skills and competencies acquired at other organisations. Reducing time, money and duplication of training.</p>	
		<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Clear framework for band 5 progression.</li> <li>• Increased numbers of nurses in Agenda for Change band 6 positions</li> <li>• Promote resilience; aid retention; and ensure safe practice during a career stage when vulnerability is known to be high.</li> <li>• Once for Wales's guidance and accompanying resources will provide consistent standards, eliminate local discrepancies.</li> <li>• Improve the transportability of acquired knowledge and skills and the mobility of staff from one workplace to another.</li> </ul>	
	<b>12</b>	<p><b>Action</b></p> <p>Undertake a strategic workforce review of Health Visiting against the Institute of Health Visiting standards and delivery of the Healthy Child Wales Programme.</p>	HEIW

		Assess the levels of generic and flying start health visiting as a ratio of the child population, breaking down the analysis by Health Board and levels of care.	
		<p><b>Description</b></p> <p>Healthy Child Wales Programme was launched in 2016 and is a key Welsh Government commitment which sets out the strategic direction for Health Boards in Wales to deliver a universal health programme for children and their families from maternity service handover to the first years of schooling.</p> <p>The programme specifies nine contacts with health professionals at set points in time for children in Wales aged between 10-14 days and 3.5 years. Most of these contacts are provided by Health Visting Teams in Wales, except for the 6 weeks contact which is GP/primary care led. Local health boards are expected to offer these contacts to all children in Wales.</p> <p>The 3.5-year contact is the final universal contact healthy visiting services in Wales are scheduled to have with children and their families. This scheduled universal contact is vitally important as it represents a critical opportunity to assess school readiness (following a contact at 27 months to assess language/communication to allow time for intervention pre-school).</p> <p>Welsh Government commissioned a deep dive into compliance with the Healthy Child Programme for all Health Boards in 2023. It became clear there were several data quality and access issues which prevents Heads of Health Visiting having clear and timely overview of why the 3.5-year contacts were being missed.</p> <p><b>Evidence</b></p> <p>The Vision for Health Visiting in Wales<sup>39</sup> highlighted the need to standardise the service in a move towards robust and equitable provision based on assessed need. The HCWP<sup>40</sup> will make a major contribution towards reducing the inequality in children and families in Wales.</p>	

<sup>39</sup> Welsh Government (2012) A Vision for Health Visiting WG Cardiff

<sup>40</sup> Welsh Government (2016) Healthy Child Wales Programme

	<p>The HCWP is built on strong evidence as set out in a number of key documents including Health for all Children<sup>41</sup> and underpinned by a universal screening programme supplemented by the National Institute for Clinical Excellence (NICE)<sup>42</sup> and the National Service Framework for Children Young People and Maternity Services. Additionally, evaluations of the Child Measurement Programme<sup>43</sup> and Flying Start Programme<sup>44</sup> have demonstrated the significant impact on Specialist Community Public Health Nursing (SCPHN) practice has on achieving better outcomes for children and their families.</p> <p>Whilst it is recognised that the evidence is dated, a report by the Institute of Health Visiting<sup>45</sup> in 2022 provided insights into the state of health visiting in the United Kingdom and the common challenges faced by families and health visitors. The report highlights the urgent need for action to address the health visiting workforce crisis and improve support for families.</p> <p><b>Engagement</b></p> <p>There were no specific responses in relation to health visiting workforce challenges.</p> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Increased compliance with HCWP data collection.</li> <li>• Data to support Health Board workforce planning per child population.</li> <li>• Increase in attraction, recruitment, and retention of Health Visitors as a career choice.</li> </ul>	
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<sup>41</sup> Welsh Government (2016) Healthy Child Wales Programme

<sup>42</sup> National Institute for Health and Care Excellence (2012) Social & Emotional Wellbeing: Early years. Available at: <http://www.nice.org.uk/guidance/ph40/resources/guidancesocial-and-emotional-wellbeing-early-years>

<sup>43</sup> Hall and Elliman natal (2006) 4th. Edition Health of all Children Oxford University Press Oxford

<sup>44</sup> Welsh Government (2014) Early Years Outcomes Framework (Consultation Document) Available at: <http://gov.wales/docs/dcells/consultation/141014-consultation-doc-en.pdf> Accessed 18th May 2015

<sup>45</sup> Institute of Health Visiting (2023) State of Health Visiting, UK survey report. A vital safety net under pressure.9th iHV Annual Health Visiting Survey: data year ending November 2022

<b>Digitally ready workforce</b>	<b>13</b>	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>• Develop a Digital Education and Training Plan for the pre and post registration education and training needs of the nursing workforce to work in a technological enabled service.</li> <li>• Work with Professional, Statutory and Regulatory Bodies and education providers to redesign and commission the curricula for this purpose.</li> </ul>	HEIW
		<p><b>Description</b></p> <p>To ensure the successful implementation of digital technologies it is vital nurses have the necessary ongoing training and support which empowers as well as educates which will reduce the time spent non-nursing duties.</p> <p><b>Evidence</b></p> <p>The Topol Review<sup>46</sup> highlights that within 10 years, most clinical staff will need Digital skills to interpret and communicate genomic findings. This is a huge skilling and reskilling task for the nursing professions. The Review made recommendations on the training and skills that clinical staff need to make the best use of artificial intelligence, robotics, genomics, and digital medicine). This will require changes to professional regulatory requirements and academic curricula, cultivating a culture of lifelong learning. The review underlines the scale of the current and future workforce development challenges for the benefits of technological advances to be realised. However, in 2020 the World Health Organisation<sup>47</sup> set out a global strategy for improving global health through the adoption of digital health solutions which they advocated to be accessible, affordable and sustainable. This identifies that this still requires investment and consideration for the future if Topol recommendations are to become a reality.</p>	

<sup>46</sup> [The Topol Review](#)

<sup>47</sup> WHO (2020) Global strategy on digital health 2020-2025.WHO

		<p>Additional funding and suitable digital infrastructure should be made available, including modern devices and network connections. This will also aid the integration of health and social care models of care.<sup>48</sup></p> <p>Nurses need to examine how their own roles may be changed and advocate for patient involvement in considering emerging technologies. They will also need training and support to feel confident using artificial intelligence tools.<sup>49</sup></p> <p>Rapidly changing patient needs, and technological advances mean all frontline staff will need to adapt and enhance their skills. Current progress is too slow. The failure to investment in the development of existing staff sends a powerful, negative signal about the NHS's commitment to its people and their career development.<sup>50</sup></p> <p><b>Engagement</b></p> <p>Issues with the current digital systems, need for investment and improvement to support digital skills development. Access to functional computers (and other technologies) in sufficient numbers for staff to use. Access to the internet and email with an emphasis on improved technology would impact positively on reducing nursing shortages and freeing up time to care.</p> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Enhanced digital capabilities – more competent and confident nurses.</li> <li>• Improved efficiency and productivity.</li> <li>• Reduced administrative burden on nurses to release time to care.</li> </ul>	
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<sup>48</sup> Steele Gray C. Integrated Care's New Protagonist: The Expanding Role of Digital Health. *International Journal of Integrated Care*, 2021; 21(4): 1, 1–5. DOI: <https://doi.org/10.5334/ijic.6437>

<sup>49</sup> Agnew T (2022) Digital engagement in nursing: the benefits and barriers. *Nursing Times* [online]; 118: 3.

<sup>50</sup> Kings Fund (2019) *Closing the Gap*. Kings Fund. London.

<b>Education and Learning</b>	<b>14</b>	<p><b>Action</b></p> <p>Review the current provision of continuous professional development (CPD) for the nursing workforce and produce a delivery plan using the principles of the CPD Strategy to prioritise future requirements, standards and access to CPD via a central learning hub.</p>	HEIW
		<p><b>Description</b></p> <p>Nursing is a dynamic profession requiring nurses to stay updated on the latest evidence-based practices, technological advancements, and regulatory changes to provide high-quality care. Continuing education, and participation in professional development are essential for enhancing nursing competency and career advancement. The current position is that CPD for nurses across NHS Wales is fragmented both in its connection to service needs and the nursing workforce. Some nurses have protected time whilst others may not, resulting in some feeling undervalued and underdeveloped.</p> <p><b>Evidence</b></p> <p>Employee development has never been more critical, and the success of an organisation and its people goes hand in hand.<sup>51</sup> Closing the Gap <sup>52</sup>report emphasised the need for ongoing training and development opportunities to support staff in adapting to new roles and technologies, as well as to help address skills gaps and improve job satisfaction and retention of the workforce.</p> <p>Numerous reports identify that the reasons why people leave the NHS include feeling unable to deliver good care and being unable to progress in their careers.<sup>53</sup> Having equitable access and support for CPD is therefore an important factor influencing workforce retention and</p>	

<sup>51</sup> Mlambo et al. BMC Nursing (2021) 20:62 <https://doi.org/10.1186/s12912-021-00579-2>

<sup>52</sup> Kings Fund (2019) Closing the Gap. Kings Fund. London

<sup>53</sup> Palmer .B. and Rolewicz .L. (2022) The long goodbye? Exploring rates of staff leaving the NHS and social care. Nuffield Trust.



	<p>wellbeing.<sup>54</sup> Anecdotally CPD is often viewed as an additional pressure on workforce time and a drain on finances particularly in the current climate of workforce shortages and increasing service demands. There is an information gap relating to the benefits or impact of CPD investment and activities on service or workforce career development.</p> <p>Regulated professions are subject to specific CPD requirements, with wide variations in expectations. A scoping review<sup>55</sup> of 32 regulated health professions in the UK, (approximately 1.5 million workers), identified lost opportunities for sharing best practice, and interprofessional, group, and peer learning, despite the evidence showing such methods demonstrate positive effects on practitioner behaviour and enhance patient outcomes.</p> <p><b>Engagement</b></p> <p>Clear call for protected time and access to training for nurses to develop their skills and support career progression. The need for opportunities to complete courses, postgraduate study, and micro-credentials over time, rather than requiring full master's programmes. Calls for nursing career planning meetings to be provided to help nurses make informed decisions about their future career and development paths, examples of inequitable access to funding and study leave.</p> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Strengthening access to CPD.</li> <li>• Meet NMC revalidation requirements.</li> <li>• More relevant to practice and service.</li> <li>• Provision of bitesize learning modules.</li> <li>• Increased career opportunities.</li> </ul>	
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<sup>54</sup> Moriarty, J., Steils, N., Manthorpe, J., Calder, R. I., Martineau, S. J., Norrie, C. M., Samsi, K., & Harris, J. (2019). Rapid review on the effectiveness of continuing professional development in the health sector. NIHR Policy Research Unit in Health and Social Care Workforce, The Policy Institute, King's College London

<sup>55</sup> Karas, M. et al (2020) Continuing professional development requirements for UK health professionals: a scoping review. *BMJ Open* 2020 Mar 10;10(3):e032781.doi: 10.1136/bmjopen-2019-032781

		<ul style="list-style-type: none"> <li>Pragmatic approach to education.</li> </ul>	
	15	<p><b>Action</b></p> <p>Extend opportunities for more flexible routes leading to nurse registration through further education.</p>	HEIW
		<p><b>Description</b></p> <p>In Wales there are currently 3 routes into training for each of the four fields of practice.</p> <p>HEIW has been increasing the number of commissioned nursing places year on year however there remains some distance between the IMTP requests and the commissioned places.</p> <p>Applications for pre-registration nursing through traditional routes are declining therefore there is a need to widen the access and opportunity from diverse communities and educational backgrounds onto undergraduate nursing programmes.</p> <p><b>Evidence</b></p> <p>Health care assistants, in health or social care settings, are a vital part of delivering frontline compassionate care. They currently provide approximately over 60 per cent of personal care, yet often have little access to training or personal development.<sup>56</sup></p> <p>For those experienced care assistants who wish to enter nursing, the system needs to recognise the benefits they can bring to the nursing profession. This is not to undermine the quality or the academic achievement of the graduate nurses, but to say that if health care assistants meet the standards of entry and follow a clear education and career pathway, there are ways to develop a local 'home-grown' workforce.<sup>57</sup></p>	

<sup>56</sup> Willis. (2014) Raising the Bar Shape of Caring: A Review of the Future Education and Training of Registered Nurses and Care Assistants. HEE.

<sup>57</sup> Willis. (2014) Raising the Bar Shape of Caring: A Review of the Future Education and Training of Registered Nurses and Care Assistants. HEE

		<p><b>Engagement</b></p> <p>Any opportunity to increase the nursing workforce was seen as positive.</p> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Increased education and training through further education colleges.</li> <li>• Increased supply pipeline.</li> <li>• Increased diversity and inclusion in the workforce.</li> </ul>	
	16	<p><b>Action</b></p> <p>Commission new education in line with the Professional Framework for Enhanced, Advanced and Consultant Clinical Practice.</p>	
		<p><b>Description</b></p> <p>Advanced practice education supports nurses to deliver efficient and effective care which achieves safe and timely service provision. Over the past 10 years, there has been a significant increase in the number of new and extended professional roles for nurses. The biggest growth has been in enhanced or specialist roles, and advanced practice in all settings. There are approximately 450 advanced nurse practitioners making up about 40 percent of all practitioners using the advanced title. Workforce data shows approximately 160 consultant practitioners in Wales (excluding medical and dental workforce) with nursing making up about 15 percent and Midwives about 5 percent. (ESR 2024)</p> <p>Proficient or competent nurse in advanced roles provide clinical support and coaching on soft skills to novice nurses. As retirement-age nurses exit the workforce while the influx of new nurses continues to grow, the net effect is a decline in the overall experience of the nursing workforce. At the same time, the patient population is becoming older and more complex, with more chronic comorbidities.</p>	

		<p>As a result of this rising complexity, it's more difficult for nurses to transition to practice. Reasons include, nurses have more to learn to be considered competent, they must have a richer understanding of pathophysiology, understand a wide range of treatment options, and be prepared to deliver highly complex care. In addition, it is harder for nurses today to learn on the job and there are no more “easy” patients to assign to new graduates as low risk learning opportunities.</p> <p><b>Evidence</b></p> <p>There is good evidence that advanced nurse practitioners can help to deliver more patient-focused care and undertake activities traditionally done by other staff, including doctors. Use of their skills reduces referrals to multiple agencies and can reduce admission rates. A recent international study<sup>58</sup> discussed the priority of access to universal health care access and the increasing demands on the health systems across Europe due to demographic changes and increase in chronic disease rates. This study also reviewed the benefit of advanced practice nursing roles to meet health needs of the population. To retain experienced staff; we must offer a rewarding, clinically facing career option for experienced staff.</p> <p>The Consultant Nurse Role was intended to allow senior very experienced nurses to remain patient facing with greater clinical autonomy while continuing to contribute to education, research and to also focus on strategic issues and contribute to service improvement. Since the introduction of Consultant Nurse Practice in Wales nearly 25 years ago, they have grown across Wales but have now plateaued. Data and anecdotal evidence suggest consultants retiring and returning part time is resulting in a decrease of whole time equivalent. While some new posts are created, others have been abolished.</p> <p>The Professional Framework for Enhanced, Advanced and Consultant Clinical Practice in Wales defined the levels of practice, and the education standard makes several recommendations for employers to support these roles in practice.</p>	
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<sup>58</sup> Unsworth. J. et al ( 2022) Advanced practice nurse roles in Europe: Implementation challenges, progress and lessons learnt. Int Nurse Rev. 2022;1–10.

		<p><b>Engagement</b></p> <p>Nurses want to see existing roles redefined, creation of new pathways, and new opportunities for career development and progression to enhance the nursing profession and improve patient care. These included redefining and promoting the role of nurse consultants, more career pathways for specialisation and advancement and reimagined traditional roles and scopes of practice. Promote Advanced Clinical Practice pathways and make development pathways clearer.</p> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Increased number of proficient and competent nurses in advance roles providing clinical support and coaching to novice nurses reducing the experience-novice gap.</li> <li>• Increased number of nurses undertaking research and improvement projects.</li> <li>• Improved service delivery through the increased utilisation of advanced nursing skills.</li> </ul>	
<b>Leadership and Succession</b>	17	<p><b>Action</b></p> <p>Work with NHS organisations and professional bodies to provide opportunities for leadership and management programmes throughout the career pathway.</p>	HEIW
		<p><b>Description</b></p> <p>Collaboration with other healthcare professionals, is essential for delivering comprehensive patient care. Nurses are at the forefront of interdisciplinary teams, contributing their unique expertise and advocating for holistic approaches to patient management and care. There is a need for greater investment in leadership and management training, creating specific pathways for career progression, and ensuring that managers possess the necessary clinical knowledge and skills to enable a better understanding of the daily challenges faced by nurses and others in the MDT, to be more supportive and visible, and to prioritise the welfare and needs of the nursing staff.</p>	

		<p><b>Evidence</b></p> <p>Culture powerfully shapes how people deliver care, manage their work, interact with patients, colleagues, and carers, develop, and improve ways of delivering services. A greater understanding of the impact of leadership on culture is required across the NHS, in addition to specific actions on leadership, culture and talent management.<sup>59</sup></p> <p>Evidence and experience from high-performing health systems demonstrates that compassionate, inclusive leadership enables teams to deliver better patient care and value for money while also delivering continuous improvements to population health.<sup>60</sup></p> <p>There is an ambition in Wales to invest and develop nurses and midwife leaders at all levels in health and social care through dedicated leadership programmes to build a talent pipeline at all levels, with initial focus on senior levels.<sup>61</sup> International evidence<sup>62</sup> also identifies common challenges faced by nurse leaders, such as role clarity and workload management, whilst producing solutions to address.</p> <p>There is a concern about nursing leadership shortages in the next decade as nurses are not interested in pursuing leadership positions. Reasons include burn out not being prepared adequately and remuneration. Nurses need to be prepared earlier and conditions to lead need to be more favourable.<sup>63</sup></p> <p>Nursing leadership roles are perceived as demanding, poorly remunerated, isolating, and representing a major increase in responsibility and career risk. Too much development is currently informal. Talent identification and support need to be timely, structured,</p>	
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<sup>59</sup> Kline. R.(2019) Leadership in the NHS. <https://doi.org/10.1136/leader-2019-000159>

<sup>60</sup> Bailey. S. AND West. M.(2022) What is Compassionate Leadership? The Kings Fund.

<sup>61</sup> Welsh Government (2022) CNO Priorities. WG. Cardiff .

<sup>62</sup> RCN. (2016) Frontline nurse leadership: an international perspective. Case Studies from Australia, New Zealand and the United States. RCN. London.

<sup>63</sup> Adichie. C.(2021 **The Future of Nursing 2020-2030: Charting a Path to Achieve Health Equity**. National Academies of Sciences, Engineering, and Medicine; National Academy of Medicine; Committee on the Future of Nursing 2020–2030; Flaubert JL, Le Menestrel S, Williams DR, et al., editors. Washington (DC): [National Academies Press \(US\)](#); 2021 May 11

		<p>experientially based, and focused on building resilience and confidence. Coaching, mentoring, and support networks are considered crucial<sup>64</sup></p> <p><b>Engagement</b></p> <p>Participants want greater investment in leadership and management training, creating specific pathways for career progression, and ensuring that managers possess the necessary knowledge and skills. Greater need for transparency and better ‘change management’, which is lacking. Nurses voice not heard in decision-making, the challenge of non-clinical managers or managers that are not specialist in a field and making decisions without contextual expertise. Leadership development, management training was frequently discussed, which would lead to staff feeling safe to speak up, improved patient outcomes and a better working culture.</p> <p>Without sufficient support and access to personal development plans, future leaders will not be identified or supported. Clinical or managerial routes should be available for professional development, allowing individuals to acquire specific skills to advance services. Nurses should be encouraged to pursue personal growth, lead, or participate in research, and develop specialist roles. Creating a "can do" culture and respecting nurses' initiatives and creativity will improve staff retention.”</p> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Increased availability of resources for career progression and personal growth</li> <li>• Develop capable and visionary nurse leaders at all levels</li> <li>• Identifying and nurturing future executive directors</li> <li>• Increase confidence, knowledge and skills for effective healthcare management.</li> </ul>	
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<sup>64</sup> Nowell.L.et al. (2017)A literature review of mentorship programs in academic nursing. <https://doi.org/10.1016/j.profnurs.2017.02.007>

<b>Shape and supply.</b>	<b>18</b>	<p><b>Action</b></p> <p>Complete a review and develop a competency framework for Return-to-Practice schemes to ensure a consistent approach to provision and increase the supply of nurses.</p>	
		<p><b>Description</b></p> <p>Returning nurses can be reinstated to the NMC register more rapidly and economically than training new pre-registration nurses. Pre-retirement leavers also have valuable experience, and their return can reinforce other workforce equality initiatives.</p> <p>In recent years there has been fluctuation in Universities' ability to recruit to their projected commissioned numbers. Steps should therefore be taken to attract eligible applicants to schemes and encourage their participation.</p> <p>Return to Practice programmes are well-established in Wales and provide individuals with a pathway back to professional registration. HEIW annually commissions places on Return to Practice programmes for Welsh domicile nurses. Commissioning numbers and HEIW financial support is informed by local recruitment priorities and workforce need. The offer includes payment of course fees and individual bursary support. Nurse returnees account for 95%+ of Return to Practice programme.</p> <p>Several factors have impacted on recent application data including:</p> <ul style="list-style-type: none"> <li>• The new NMC Test of Competence option for returning to practice (a choice to undertake an objective structured clinical examination in an approved test centre available from January 2020) has impacted on lower numbers of applicants.</li> <li>• Financial demands and managing personal commitments can mitigate against application numbers.</li> <li>• Universities report that some candidates may lack confidence due to an extensive period out of practice.</li> </ul> <p><b>Evidence</b></p>	



		<p>70 to 80 per cent of nurses who start a return-to-practice course go on to complete it. Additional dropout can however occur where those who complete a course do not go on to take up employment. Many staff leave the NHS for personal reasons and then wish to return later in life.</p> <p>There is little evidence on what makes an effective return-to-practice scheme. Difficult to find evaluations to successful initiatives and there seems to be very little published data on the success of schemes. Despite these challenges, the opportunities for attracting back trained and experienced staff should not be ignored.</p> <p>If local organisations were supported more robustly, and national investment for return to practice more forthcoming, return to practice could be a real opportunity to attract experienced staff back to the NHS.</p> <p><b>Engagement</b></p> <p>There were no specific responses in relation to return to practice.</p> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Increased supply of nurses returning to NHS Wales.</li> <li>• Improved attraction.</li> <li>• Prudent approach to recruitment and education.</li> </ul>	
	19	<p><b>Action</b></p> <p>Continue to develop workforce modelling to inform the future supply and demand of the nursing workforce and build in agreed scenarios to ensure the model can be used as a decision support tool to inform future workforce strategic planning decisions.</p>	HEIW
		<p><b>Description</b></p> <p>Nurses account for more than 40 per cent of the current workforce shortages.</p>	

	<p>Workforce modelling aims to predict the gap between the supply and demand of nurses. Projections of workforce supply and demand are based on recent trends in training numbers, recruitment, and retention. Modelling is important given the investment in training nurses within tight budget constraint. It is needed to guide training decisions on the number and skill mix of nurses, and to inform decisions on service delivery as patterns of need change. Workforce models involve a series of assumptions about how the various supply-side and demand-side factors affecting health workers might evolve in the future.</p> <p>By 2034 the future profile of demand may be different to the demand of today. Roles and responsibilities of existing nursing roles will need to be redefined creating new pathways and providing new opportunities for career development and progression of the nursing profession and improve patient care.</p> <p><b>Evidence</b></p> <p>Growth in demand for lower ‘levels’ of skill – such as those associated with unpaid care, support carers and NHS bands 1-4 - are projected to substantially outstrip growth in demand for higher skill levels.<sup>65</sup></p> <p>Nursing and Midwifery accounts for the biggest locum and agency spend and has seen a significant increase from £51 million in 2017/18 to £133 million in 2021/22.<sup>66</sup></p> <p>Organisations cannot rely on pre-pandemic staffing strategies because those solutions are no longer reliable for reasons including burnout and changing workforce needs and expectations. 1:5 of the nursing and midwifery workforce is aged over 55 and as more nurses leave (often the most skilled) they are replaced with new graduates widening the skills gap.<sup>67</sup></p>	
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<sup>65</sup> Centre for Workforce Intelligence(2015) Future demand for skills: Initial results. HORIZON 2035 HEALTH AND CARE WORKFORCE FUTURES.

<sup>66</sup> HEIW(2022) NHS Wales Workforce Trends (as at 31st March 2022) HEIW. Cardiff

<sup>67</sup> Pressley. C. and Garside. J.( 2023) Safeguarding the retention of nurses: A systematic review on determinants of nurse's intentions to stay. [Nurse Open](#). 2023 May; 10(5): 2842–2858.

		<p>Current methods for nursing workforce forecasting are inconsistent and have not accounted sufficiently for socioeconomic and political factors that can influence workforce projections. However, there is a body of evidence that articulates the use of supply and demand modelling not just in the United Kingdom<sup>68</sup> but also internationally<sup>69 70</sup></p> <p>In 2019 the Closing the Gap report<sup>71</sup> projected that without significant policy change, the number of nurses leaving the NHS would substantially exceed the number expected to join domestically. They found that the pipeline of newly qualified staff was struggling to keep up with the pace at which staff were leaving and the demand for health care growing.</p> <p><b>Engagement</b></p> <p>Participants highlighted the need for adequate staffing, improved support, and recognition of healthcare professionals' skills to address reliance on agency staff, poor skills mix issues, ensure patient safety, and reduce workforce stress.</p> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Nursing Workforce levels reflect demand.</li> <li>• Reduced workforce pressure.</li> <li>• New workforce models.</li> <li>• Increased supply and demand modelling to improve workforce planning.</li> <li>• Better informed decision-making, resource allocation, and education commissioning.</li> </ul>	
	<b>20</b>	<b>Action</b>	

<sup>68</sup> Cave. S et al REAL centre. (2021) Working paper Nurse supply model: overview. The Health Foundation.

<sup>69</sup> Nirel. N et al (2015) Models for projecting supply and demand for nurses in Israel. Nirel et al. Israel Journal of Health Policy Research (2015) 4:46 DOI 10.1186/s13584-015-0043-6

<sup>70</sup> Kovner. C. (2022) COVID-19 and the supply and demand for Registered Nurses. Int Nurse Rev. 2022;69:118–120.

<sup>71</sup> Beech. J. et al (2019) Closing the Gap. The Kings Fund. London.

		Support the CNO with the Vision and priorities for nursing, strengthening the professional identity and describing the unique role and contribution of the registered nurse within multi professional working.	
		<p><b>Description</b></p> <p>Changing population needs and technological advancements continue to impact on the future of nursing care and nurses. These developments provide an opportunity to reset, reform and redesign our nursing workforce models. Overall, the future of nursing is characterised by innovation, collaboration, and a commitment to improving patient outcomes and advancing the health of individuals and communities. By embracing these trends and opportunities, nurses can continue to play a pivotal role in shaping the future of healthcare delivery and promoting health and wellness for all.</p> <p>As we move towards 2034, nursing will be a personalised, rights-based service embedded within a caring and compassionate professional relationship with individuals and communities. The focus will need to be on wider physical, psychological, social, family and community life to impact on health and wellbeing to support patients and enable their self-management potential.</p> <p><b>Evidence</b></p> <p>The role of Registered Nurse (RN) in the next 10 years will be multifaceted, encompassing traditional clinical care and a broader focus on patient-centred, technology-driven, and community-oriented Multi -professional healthcare models. Adaptability, a commitment to lifelong learning, and a holistic approach to patient care will be crucial for the evolving role of registered nurses in the future. NHS in 10 years. The World Health Organisation<sup>72</sup> set out four policy focus areas for the global direction for nursing and midwifery which included education, jobs, leadership and service delivery.</p>	

1. <sup>72</sup> WHO (2021) Global strategic directions for nursing and midwifery. WHO.

		<p><b>Engagement</b></p> <p>Participants agreed the image of nursing needed to change, so that the public better understand the role of the nursing profession, its opportunities, and specialisations. Some saw their role as an adviser, working together with service users. The need for effective collaboration (e.g. exchange of information) and teamwork between nursing, social services, and other healthcare professionals to provide comprehensive and efficient care to patients. Nurses need to be seen as a member of a multi-professional team who work together to make a difference for the health and wellbeing of people – an identity that has been lost with the rise of experts with a narrow focus. Nurses called for better multi-disciplinary learning opportunities to give them a better understanding of the contributions of other healthcare professions, foster collaboration and create a more cohesive system.</p> <p><b>Impact</b></p> <ul style="list-style-type: none"><li>• Raise the profile of the Registered Nurse to create better understanding of the role to promote nursing a career option.</li><li>• It would provide a clear vision for the future direction of nursing in Wales.</li><li>• Clarify the role of the nurse in the MDT.</li></ul>	
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