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

Stakeholder bulletin

Spring 2023

In this issue...

Building the workforce	2
Making the most of technology to develop the workforce	6
Education and training updates	7
Shaping leadership and culture	8

About us

Health Education and Improvement Wales (HEIW) is the strategic workforce body for NHS Wales. As a Special Health Authority, we have a unique contribution to make in addressing strategic and specialist workforce issues, making Wales a great place to train and work for our health and care staff, and maximising the contribution of all professions and occupations through our statutory functions.

Our vision is “to develop a skilled and sustainable workforce that improves care and population health”.

Our purpose is “as part of the NHS, to work with partners to plan, develop, educate and train the current and future workforce”.

Our added value is “to provide strategic and specialist workforce solutions”.

Building the workforce

Education and training plan 2023/24 approval increases workforce pipeline

Our most ambitious Education and Training Plan 2023/24 to date has been approved by

Welsh Government. As one of the major routes for increasing the workforce supply pipeline in NHS Wales this is very good news and is a recognition of the need to continue to invest in our workforce despite the financial challenges.

Informed by partners, workforce intelligence, service challenges and priorities, needs of professions, and training capacity, the plan sees further increases in training places across a variety of professions including nursing, dietetics, higher specialist training, psychology, pharmacy and medicine.

In the current environment however we are very aware that implementing this plan will take a substantial effort – application rates to many health professional programmes are decreasing, and attrition and retention rates are also suffering.

We will be working closely with NHS organisations, Higher Education Institutions (HEIs) and other partners to ensure that we increase our efforts to attract and retain students and trainees for NHS Wales.

HEIW Integrated Medium Term Plan (IMTP) update

Our IMTP has been finalised and submitted to Welsh Government. We are grateful to our NHS partners for their support in developing this plan, and our Stakeholder Reference Group for their contributions which have helped us refine it.

Our plan prioritises supporting the health and care system and ministerial priorities through strategic and specialist workforce solutions to NHS Wales workforce challenges.

It also maintains a focus on recovery, reducing inequalities and improving outcomes via supporting national programmes, implementing the Workforce Strategy for Health and Social Care, and the actions outlined in the Welsh Government's National Workforce Implementation Plan: Addressing NHS Wales Workforce Challenges.

For further information contact:
heiw.planning&performance@wales.nhs.uk

Workforce strategy for health and social care

There has been good progress implementing phase one of the strategy which is due to complete in October 2023. At this stage into the ten-year programme of work, we are confident the ambitions set out in 2020 are achievable.

However, the context is more challenging than when we started. In particular, we are concerned about the '**Engaged, Motivated and Healthy**' theme which encompasses fair reward and recognition, staff morale and experience.

We need to maintain progress and pace on developing compassionate cultures and leadership as there is substantial evidence of the positive impact they can have on staff and patients. Nevertheless, the reality is any impact will be slow to materialise due to external factors including cost of living, pay and service demand.

The urgency means there is an appetite for short term fixes and each year we direct some of our capacity towards these opportunities. However, these are often not sustainable and have to be balanced against the need to keep a focus on medium to long term solutions. A joint report on the progress and delivery of phase one will be published by both organisations by October 2023.

In the meantime, thank you to everyone who has attended our engagement events and/or completed our online questionnaire to help inform the development of the next phase of implementation of the Strategy.

The engagement has reinforced that the seven themes of the Strategy remain valid and appropriate as do the ambition statements for 2030. We were pleased to be able to use your feedback and our horizon

scanning and research to influence the content of the National Workforce Implementation Plan which is covered below.

Welsh Government's national workforce implementation plan

The National Workforce Implementation Plan contains 78 actions aimed at addressing the workforce challenges in NHS Wales in the short term, and we welcome the renewed focus on this by Welsh Government. Workforce is not an enabling or supporting issue for our service plans and ambitions, it is the central issue that needs to be addressed, and the establishment of the new Strategic Workforce Implementation Board will help to reinforce this.

We were pleased to see the strong recognition in the plan of our work with Social Care Wales, and partners, in delivering the first phase of implementation of our Workforce Strategy for Health and Social Care and look forward to working with Welsh Government and others to deliver the Minister's actions.

For further information contact:
Angie.Oliver@wales.nhs.uk

Strategic workforce planning update

We have several programmes of work aligned to our function of strategic workforce planning and our commitments in [the Workforce Strategy for Health and Social Care](#). This includes a suite of strategic workforce plans for key professions and occupational groups.

Over the next eight to ten years our health and care services will change dramatically. These plans aim to create an agile sustainable workforce to respond to these changes.

Building on the seven themes of the workforce strategy they will look at the way we attract, train, and continually develop and support our workforce.



In addition, they will outline how we can transform the way we work by reshaping roles and developing new, building skills and capability in areas we not previously done so, and embracing new technology.

Strategic workforce plans summary table

Service / profession	Summary position	Contact
Strategic Mental Health Workforce Plan	Plan completed, launched and finalising implementation plan. Implementation funding approved	heiw.mentalhealth@wales.nhs.uk
Strategic Pharmacy Workforce Plan	Consultation underway	HEIW.PharmacyWorkforce@wales.nhs.uk
Strategic Dentistry Workforce Plan	Initial stages of scoping underway	heiw.dentalworkforceplan@wales.nhs.uk
Strategic Nursing Workforce Plan	Phase one report on demand and supply being finalised in April 2023	HEIW.NursingWorkforcePlan@wales.nhs.uk
Strategic Primary Care Workforce Plan	Engagement process commencing shortly	heiw.primarycarewfp@wales.nhs.uk
Strategic Genomics Workforce Plan	Clinical lead appointed to scope the plan	sarah.bant2@wales.nhs.uk
Maternity and Neonatal Solutions	Early priorities have been progressed	Charlette.middlemiss@wales.nhs.uk
Diagnostic Workforce Solutions	Initial scoping workshops are underway with pathology, endoscopy, imaging and healthcare science	Dorothy.edwards@wales.nhs.uk

Developing our critical care workforce

The pandemic reinforced the importance of our critical care workforce and the need to ensure they have the right education and training to provide the best care for their patients.

With Health Education England, we are rolling out a post-registration level seven education programme for critical care staff in Wales.

The programme, which will be available at the University of South Wales, Swansea University and Bangor University, supports retention, career development and consistency in training and skills for this highly skilled team.

Further information: Christine.Love@wales.nhs.uk

In addition, we've created a new resource designed to help address workforce pressures in critical care and support improvements in quality and safety of care.

Led by two critical care nurses seconded from Cardiff and Vale University Health Board, the resource is available [here on our website](#) for all critical care service leaders, workforce planners and operational managers.

Developments in primary and community care

Information on the latest development in Primary Care can be found in our latest Primary Care Workforce Bulletin which is available on our [website](#).

Increasing dental care in rural Wales

Earlier this year, we launched a new initiative to encourage dental trainees to complete their training in a rural practice and increase access to dental services for people in the area. The initiative offers an enhanced support package, including a £5,000+ rural living grant, for trainees who carry out their Dental Foundation Training year in specific rural dental practices in West, North and Central Wales.

We are pleased to report, following the first recruitment round we have filled eight of the twelve posts available. We will shortly be going out to a second recruitment round to fill the remaining posts.

Further information is available on our [website here](#).

TrainWorkLive (TWL)

TrainWorkLive is our NHS Wales initiative delivering national and international recruitment campaigns to support the recruitment of healthcare professionals into NHS Wales.

In March 2023, Eluned Morgan MS, Minister for Health and Social Services, launched our TWL dental campaign.

The campaign is aimed at increasing the dental profession in Wales by encouraging graduates to undertake their foundation and core training in Wales.

Our data shows dental graduates who train in Wales are more likely to remain in Wales.

Later this year, we will be running a pharmacy campaign and are scoping opportunities for a mental health and nursing campaign.

We'll also be exhibiting Wales as the place to TrainWorkLive at a number of events across England and Scotland including Royal College of Nursing Congress, Royal College of Psychiatry annual conference, Primary Care Best Practice and Royal College of General Practitioners annual conference.

For further information visit TrainWorkLive@wales.nhs.uk

Making the most of technology to develop the workforce

Greenlight for first all-Wales simulation-based education and training strategy

This month we launched our Board approved all-Wales simulation strategy.

The strategy centres on the integral role of Simulation Based Education and Training (SBET) in developing the current and future workforce. It aims to enhance SBET by aligning it in all areas of Wales, including rural areas, providing consistency and equity to training. This will support all learners to become highly trained professionals with the confidence and the skills to provide safe, high-quality care, resulting in better outcomes for patients.

Our team has also been working with partners across the UK to prepare for the delivery of the strategy, including exploring opportunities for healthcare in Wales and industry to work together. Regular events continue to take place with the quarterly simulation webinars and an annual conference, as well as courses to standardise healthcare SBET in Wales. To find out more visit our website [events page](#).

For further information HEIW.Simulation@wales.nhs.uk

Transformational HEIW digital and data strategy approved

Our transformational HEIW digital and data strategy was approved by our Board in January.

It sets out our five-year vision to “transform the workforce for a healthier Wales” through digital technologies, data intelligence and a sustained cycle of investment and transformation.

At a national level, the plan focuses on preparing the wider NHS workforce for a digitally transformed environment.

Plus, engaging and shaping the workforce through education and training and improved data intelligence.

For further information:
HEIW.Digital@wales.nhs.uk

New online learning platform – Y Tŷ Dysgu

‘Y Tŷ Dysgu’ - our new online learning and course/event management system is in its final stages of development, with the system being populated and rolled out in a phased approach over the coming months.

This will transform our online learning offer, as well as providing our external users with a standardised approach to HEIW online learning, an improved user experience and opportunities for multi-professional learning.

For further information contact
Jo.Tucker@wales.nhs.uk



Education and training updates

Improving clinical placements

Clinical placements are one of the most important components of healthcare education and training.

Our Care Home Education Facilitators (CHEFs) are continuing to work with partners, service users and students to sustainably expand placement capacity within the care home sector. Since our CHEFs took up post, the number of care homes in Wales offering student placements has more than doubled to 52. We have also seen 429 students take up a care home placement between February 2021 and February 2023.

In addition, to support the delivery and success of clinical placements we have expanded HEIW-funded Practice Education Facilitators (PEFs) and equivalent roles across nursing and midwifery services in Wales. We are also looking into further PEF roles across therapies and health sciences that will enhance our ability to support placements in more areas.

For further information
Simon.Cassidy@wales.nhs.uk

Education and training benefits for future pharmacists and our patients

We have worked with our HEI partners to increase the time Welsh university pharmacy students spend on clinical placement during their degrees. The new plans, developed in partnership with the schools of pharmacy at Cardiff and Swansea University, will provide every pharmacy undergraduate additional supervised training. This will ensure all future pharmacists have the skills to take on new clinical roles as medicines experts when they complete their training.

For further information
HEIW.pharmacy@wales.nhs.uk

Apprenticeships update: increasing the workforce pipeline

The Level four Perioperative Support Framework has been approved and issued by Welsh Government. The framework provides health boards with another potential workforce pipeline to respond to the planned care surgery backlog.

Work continues on the level two Health Informatics Apprenticeship to provide a starting point for school leavers to join the healthcare science workforce.

For further information contact:
Rachel.Mooney@wales.nhs.uk



Shaping leadership and culture

New Advanced Clinical Leadership Programme launched

Last autumn we launched our new Advanced Clinical Leadership programme, developed in collaboration with clinical stakeholders across NHS Wales.

Following an exceptional level of interest, we will be running several cohorts again this year.

Further information can be found on the [HEIW Gwella leadership portal](#)

Wales Clinical Leadership Trainee Fellowship

This flagship Fellowship programme has grown and transformed into a wider multidisciplinary programme with the ambition to increase the diversity and number of clinicians in senior leadership roles.

New Fellows last autumn included Optometrists, Allied Health Professionals, Pharmacists, Health Care Scientists and Medical and Dental professionals, and this year will include a Nursing Fellow. The new cohort will be starting in August and September 2023.

Relaunch of HEIW Gwella Leadership Portal

Following feedback from customers, [the Gwella Leadership portal](#) has been updated and now includes a new 'Start your Leadership Pathway' page guiding leaders at all levels to plan their leadership journey. With webinars, networks, development programmes, podcasts and much more, there's no time like the present to start your leadership journey with the help of Gwella!

Free membership: Institute of Health and Social Care Management (IHSCM)

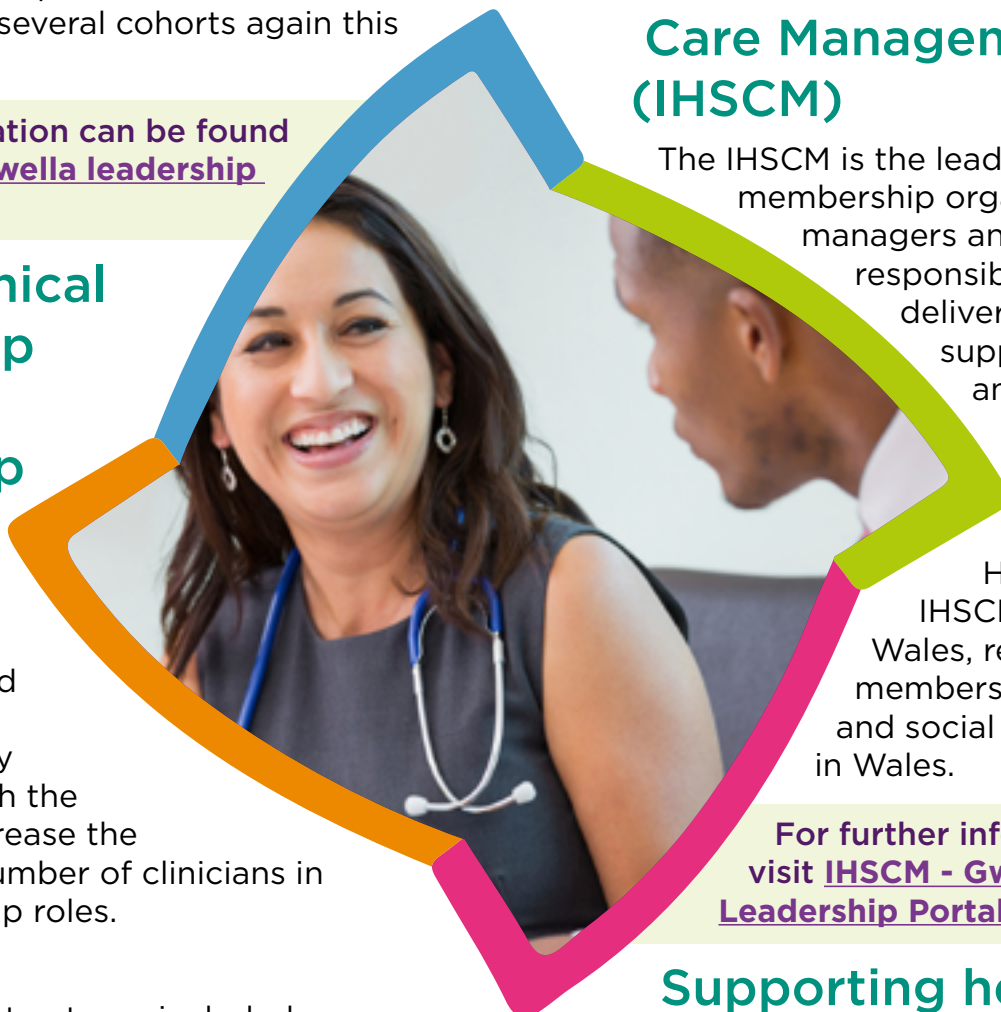
The IHSCM is the leading independent membership organisation for managers and leaders responsible for planning, delivering, and supporting health and care in the UK and across the world.

HEIW is the IHSCM Hub for Wales, resulting in free membership for health and social care colleagues in Wales.

For further information visit [IHSCM - Gwella HEIW Leadership Portal for Wales](#)

Supporting health and wellbeing across NHS Wales

The health and wellbeing of the NHS Wales workforce is a central theme of the Workforce Strategy. We host a central repository of information and resources [on our website](#), and signposting to support services such as [Canopi](#), which offers free confidential mental health support.



HEIW events

Don't miss out on an HEIW event. Visit our website [events section](#) to see what's happening.

HEIW board meetings

Our virtual Board meetings are held every other month and you are welcome to join us. The next one is Thursday 30 March - details can be found on our website [here](#).

Spread the message

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