



HEIW Stakeholder bulletin Spring 2024

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Introduction

Welcome to our first stakeholder bulletin of 2024. We hope this provides you with some helpful updates on key pieces of work in HEIW and promotes access to the services we provide for NHS colleagues across Wales.

Moving forward, we will be publishing our bulletin on a monthly basis from April 2024. We would love to hear from you to find out what you'd like us to cover in future editions. Please email heiw.communications@wales.nhs.uk with your suggestions. We would also welcome any ideas you may have on how we can improve our bulletin.

New developments

Our new endoscopy training Wales offer

As mentioned in our previous bulletin, as part of our wider phased approach in developing an HEIW Clinical Skills Academy, HEIW aims to deliver multi-professional sustainable training to the endoscopy workforce and community.

As part of this programme of work we are excited to announce the release of a variety of high quality training pathways, in support of trainee endoscopists and endoscopy nurses, healthcare support workers, managers and administrative and clerical staff in Wales.

To view information on our courses that have been released for 2024, visit - [Endoscopy training in NHS Wales - HEIW](#)

For further information email HEIW.endoscopy@wales.nhs.uk

Launch of Introduction to Healthcare Education and Training for the Pharmacy Workforce

An exciting new programme to support pharmacists and pharmacy technicians in their everyday work has been launched.

Programme participants will benefit from an introduction to the skills and techniques of effective healthcare education and training, including developing coaching and mentoring skills, how to plan effective learning activities and provide timely constructive feedback. This will allow them to support colleagues undertaking development opportunities within the workplace.

To find out more, visit our [Introduction to Healthcare Education and Training - HEIW Pharmacy \(wcppe.org.uk\)](#) webpage.

Or email: HEIW.PharmacyWorkforce@wales.nhs.uk

Primary care success at Developing Excellence in Medical Education Awards

Dr Elin Griffiths, GP Programme Director, and Dr Esther Lomas, Director of Multi-Prof Primary & Community Care Education & Training at HEIW received awards at the annual Developing Excellence in Medical Education Conference (DEMEC).

DEMEC 2023 covered 5 themes following the Academy of Medical Education (AoME) Professional Standards, with both Dr Griffiths' and Dr Lomas' abstract submissions falling under the educational management and leadership theme. Their abstract titles were:

- Dr Elin Griffiths: 'In search of a win-win situation! Improving sustainability of Primary Care by providing a supportive and rewarding career: The integrated Care GP Fellowship Scheme'
- Dr Esther Lomas: 'Shaping the Primary Care landscape in Wales: Building a co-ordinated Primary and Community Care Academy Network to deliver across five pillars of education and training.'



The abstracts were judged on; academic rigour, originality, potential impact, communication, learning and educational value and demonstrating the impact of our work on or (or and?) around these areas.

For further information on the work we are doing to support primary and community care. Please see our latest newsletter [here](#). Or email: heiw.primarycare@wales.nhs.uk

Education and Training

Education and Training Plan for 24/25

After intensive engagement with stakeholders, research and review, HEIW produced the annual Education and Training Plan for 2024-2025, and submitted it to Welsh Government for approval in July 2023.

During the latter part of 2023, in light of the financial constraints on the Welsh Government, a number of changes were requested. Welsh Government were able to maintain the same funding level for 2024, which was set for the education and training plan in 2023. This has resulted in extensive work for HEIW. The original recommendations in the plan have been prioritised, whilst undertaking new work to continue and enhance education and training opportunities across the professions.

The final decision on the plan was outlined in the recent Ministerial announcement, and have provided further detail which can be found on our website [here](#).

Encouraging recruitment for dental trainees

We have relaunched our [Dental Foundation Training Welsh Enhanced Recruitment Offer \(DFT WERO\)](#) with an increased offer, following the successful pilot.

The initiative encourages future dental trainees to take up opportunities across rural Wales and increase dental services for people in those areas.

It offers an enhanced support package for trainees who carry out their DFT year in specific rural dental practices in west, north and central Wales. Benefits include a £7,000 rural cost of living grant, paid Membership Part 1 exam fees and a £600 study budget available to be used towards MFDS exam preparation or similar.

In 2023, we successfully filled 10 out of 12 dental foundation training posts through DFT WERO and look forward to welcoming more trainees in 2024.

Further information can be found on our website: [Dental foundation training Welsh enhanced recruitment offer \(DFT WERO\) - HEIW \(nhs.wales\)](#)

Continuing Professional Development (CPD) update

Work to finalise our draft CPD strategy for NHS Wales has continued, taking account of views and feedback from further engagement with the Welsh Partnership Forum as well as all executive and deputy peer groups.

We are due to consult on the strategy before the end of this year. This will provide a future focused, whole workforce approach to CPD based on the latest evidence.

Future workforce

Train Work Live refreshed

Our attraction and retention campaigns reflect the diverse nature of the workforce as well as the advantages of choosing to live and work in Wales. In recent months we have initiated a new social media campaign, attracting new expressions of interest in mental health careers, and these are actively being followed up.

We have recently launched advertisements which have featured in key transport hubs in major UK cities and on the sides of buses to capture the public's attention. This has resulted in increased traffic across the Train Work Live website.



General Management Graduate Programme for NHS Wales

Following the initial pilot in 2021 we are now in an annual cycle of recruitment and applications to the third cohort are now open.

This is a two-year, work-based programme, commencing September 2024, aimed at graduates from a range of backgrounds. The programme, supported by all our NHS Wales partner organisations, provides an excellent pathway to develop effective managers and aspiring future leaders for NHS Wales, who want to influence and champion change to improve health and care services in Wales.

Full information [NHS Wales General Management Graduate Programme - Gwella HEIW Leadership Portal for Wales](#)
Or email heiw.graduateprogramme@wales.nhs.uk

Ancips Conference India

In January, our Train Work Live team visited India with colleagues in NHS Wales Shared Services and Health boards, to attract experienced psychiatrists to vacancies in Wales.

The Annual National Conference of Indian Psychiatric Society held in India attracts up to 4000 delegates from the field of Psychiatry.

This visit was a first of its kind for HEIW and we have been pleased with the results which include.

- ❏ 348 Expression of Interest (EOI's)
- ❏ 72 preferred candidates for interview
- ❏ 40 interviews held across two days in country and one day of virtual on return.
- ❏ 20 vacancies across Wales which increased to 26 on return due to high calibre of candidates.
- ❏ 18 Specialty Doctors and 5 Senior Clinical Fellow's appointed across Wales

Learning from our attendance will be used to help shape our future events.



Culture, leadership and succession

Compassionate leadership pledge

This pledge was 'soft launched' in October 2023, and encourages everyone to commit to being a compassionate leader. It requires organisations and individuals to describe how they will embed each of the Wales Compassionate Leadership Principles, to create compassionate and inclusive workplaces that positively impact attraction and staff retention across NHS Wales.

Since the launch, circa 150 people have signed the pledge, including our own Board in HEIW

To sign the pledge yourself or to find out more information please see [here](#)



The Redefining Leadership podcast has been launched!

[Gwella](#) our national leadership portal for Wales has launched a new leadership podcast. Through in-depth discussions, real-life success stories and expert interviews, the Redefining Leadership podcast aims to provide fresh perspectives on leadership that can elevate leadership skills to unprecedented heights.

There are three episodes for you to listen to. These are available across all streaming platforms, including [Spotify](#), [Soundcloud](#) and [Apple](#) podcasts.

Find out more about the new podcast [here](#). Go to the [Gwella](#) portal for full details.

Improving employee investigations

We have been working in partnership with Aneurin Bevan University Health Board to roll out the 'Improving employee investigations' programme across NHS Wales.

The programme is an exemplar for compassion in practice and recognises that employee relations investigations can cause real harm to those being investigated – as well as those involved in the process. And can harm an organisation's culture and reputation. HEIW is supporting national training and awareness raising, facilitating links with professional bodies and uptake of the initiative in several local organisations.

Last month, the programme won both the 'workforce wellbeing' and overall 'outstanding contribution to transforming health and care' categories in this year's NHS Wales Awards. It also received an award from the UK's Association for Business Psychology for 'excellence in health and wellbeing' and a Healthcare Honours Award for employee experience. It has been nominated for in the CIPD Awards in Wales 2024 for 'Best Change Management Initiative.'

If you would like further information click here - [Improving Employee Investigations - Gwella HEIW Leadership Portal for Wales](#)

Staff survey update

During 2023, we led with partners the design and delivery of the first bilingual annual NHS Wales staff survey which was launched in October 2023 for a period of 6 weeks. The overall response rate was 20.7% which equates to 22,535 completions. 17,758 completions were online, 3,970 were completed via smartphones and there were 807 paper copy completions. Of the 22,535 completions, there was 117 responses for the Welsh version of the survey.

An overview of the results will be available in March and organisations will have access to all data in April. This will enable discussions and planning to take place to respond to the issues and themes that emerge. The survey will be completed on an annual basis at the same time every year to provide an up to date, consistent, and longitudinal way of measuring staff experience which we know is so critical to the quality and safety of our services.

Update on Aspiring Executive Director Talent Pool



In September we launched our Aspiring Executive Director Talent Pool (2023-2025) and welcomed 45 talent pool members, representing the 13 executive portfolios identified within NHS Wales.

The talent pool aims to create a diverse talent pipeline of aspiring executive directors, supporting in future succession planning for our NHS Wales executive directors.

Our talent pool members are now participating in an executive development centre designed in consideration of and underpinned by our NHS Wales Aspiring Executive Director Success Profile.

Following participation in a development centre, members are provided with an individual development report.

In addition, our talent pool members will be supported further with access to a suite of learning resources, including access to executive coaches and/or executive mentors as well as formal network events.

National Workforce Implementation Plan

In February, we submitted a briefing paper summarising the significant progress on the HEIW actions for the National Workforce Implementation Plan, launched by the Minister 31 January 2023. This has been achieved with substantial engagement from many partners across the health and care system and we are grateful for the continued support.

In summary we have completed 74% of actions, with a total of 14/19 actions to date delivered. Two remaining actions are on target for completion for March 2024 and 3 actions are on target which are due to be completed later in 2024.

Strategic Nursing Workforce Plan

Continuing our development of the Strategic Nursing Workforce Plan in January we hosted an All Wales professional round table which was attended by Chief Nursing Officers (CNOs) or their deputies from Wales, England, Scotland, Southern Ireland and Northern Ireland as well as Executive Directors of Nursing, Deputy Directors of Nursing and representatives from the Royal College of Nursing (RCN). The discussions focused on the future vision for nursing and the strategic nursing workforce plan for Wales. This is the first time HEIW has hosted CNOs from all 5 nations to discuss a shared vision for the future.

The development of the Plan has been managed through a programme of work which commenced in the autumn of 2022. Phase 1 addressed five priority areas of workforce demand and supply data; retention; education and training; international recruitment and the nursing support workforce. Phase 2 followed the three-pillar approach to developing a strategic workforce plan of research and best practice; workforce data, analytics and modelling; and engagement of the workforce.

We aim to launch the Strategic Nursing Workforce Plan at the end of May after a period of consultation.

Diagnostic Workforce Plan

We have supported the development of the diagnostic workforce plan, bringing together existing work across individual diagnostic programmes (imaging, pathology, endoscopy, and healthcare science) so that the workforce actions are aligned under a single umbrella. The plan also contains additional cross cutting actions such as reviewing opportunities to develop new MDT workforce/service models and assessing the impact of regional working on future workforce requirements.

The plan was developed in collaboration with key stakeholders and was endorsed by the National Planned Care Board in January 2024. Next steps are to finalise the implementation plan and launch in Spring 24.

Strategic Primary Care Workforce Plan

The final draft has been approved by the National Primary Care board and HEIW Board with a launch planned for May 2024. The plan builds upon the work already progressed to date in increasing GP training, expanding and redesigning training across all contractor professions and implementing the multi professional primary and community education and training framework. It has been produced with partners following extensive engagement.



Strategic Dental Workforce Plan

We have completed the consultation phase and have developed a draft plan which is currently going through internal governance processes with the view to launch in Spring 2024. The plan will be implemented alongside the wider primary care workforce plan with a particular focus on prevention and the development of the multi professional team.

Strategic Mental Health Workforce Plan

This plan was launched in November 2022 and a “one year on” report will be published shortly on the website detailing key areas of progress.

Our first year has included the delivery of post-registration and work-based learning to over 1,000 mental health staff across disciplines in Wales, and launch of our mental health training hub on Y Ty Dysgu which will support cross professional e-learning and resources.

We have also strengthened recruitment and retention actions in the plan, increased the places available to train our future workforce, launched our Careersville building and supporting supervision.

Genomics Workforce Plan

We are continuing engagement and will consult on draft actions with a view to developing a plan by late Spring. The plan will seek to address some of the challenges faced by our specialist workforce as well the skills that will be needed in our wider workforce. This will build on existing work that has been undertaken to commission a free online 'Introduction to Genomic Healthcare' module for all NHS Wales staff and to provide HEIW-funded MSc genomic medicine modules for NHS Wales staff.



Changes to our board

We have recently had some changes to the HEIW Board. Dr. Ruth Hall and Tina Donnelly have come to the end of their term as Independent Members. They have brought great energy, expertise and experience over the last five years and we wish them both health and happiness in the future.

We have secured two new board members; Dawn Jones and Judith Hardisty. For more information visit [HEIW board \(Independent\) - HEIW \(nhs.wales\)](#)

Changes to our medical directorate

Professor Tom Lawson has been appointed on an interim basis as Deputy Medical Director (and Deputy Responsible Officer) within the Medical Directorate, including direct management of the Department of Optometry and the Multiprofessional Primary Care Unit.

Dr Anton Saayman has taken up the role of Interim Postgraduate Medical Dean.

They both bring a wealth of knowledge and expertise to these roles. We look forward to working successfully with them to strengthen our capacity and enhance the great work that is already taking place within the Medical Deanery.

Join us at our board and committee meetings

Our board meetings are broadcast on online and everyone is welcome to attend. You can view the joining instructions, agendas and papers online - [Board meetings, agendas and standing orders - HEIW \(nhs.wales\)](#)

Save the date:

Wales Health Science Conference is taking place on 7-8 March 2024. It's a two day event in Cardiff, in partnership with the Welsh Scientific Advisory Committee Symposium

[Wales Health Science Conference / Cynhadledd Gwyddor Iechyd Cymru 2024 Tickets, Thu 7 Mar 2024 at 09:00 | Eventbrite](#)

North Wales Optometry Conference: Eyes on HEIW on Wednesday 13 March 2024 between 15:00 and 20:30 at the Oriel Hotel, St Asaph for optometrists and dispensing opticians in North Wales

[North Wales Optometry Conference: Eyes on HEIW - HEIW \(nhs.wales\)](#)

HEIW Multi-Professional Primary and Community Care Education and Training conference taking place on the 15 May - invitation link will be sent out to stakeholders shortly.

