

A Healthier Wales:

A Workforce Strategy for Health and Social Care

FOREWORD

‘A Healthier Wales: Our Plan for Health and Social Care’ was published by the Welsh Government in June 2018 in direct response to *The Parliamentary Review of Health and Social Care in Wales* earlier that year. The review described the increasing demands and new challenges facing the NHS and social care in Wales, including an ageing population, lifestyle changes, public expectations and new and emerging medical and digital technologies.



To support the delivery of more seamless models of health and care, the Welsh Government commissioned Health Education and Improvement Wales (HEIW) and Social Care Wales (SCW) to develop a long-term workforce strategy in partnership with NHS Wales and Local Government, the voluntary and independent sectors as well as regulators, professional bodies and education providers.

In Wales we have strong commitment to working in social partnership between employers, trades unions and government to design and deliver changes across the workforce. Social partners have been able to contribute to the development of our thinking on this strategy and delivery will be underpinned by strong social partnership working too.



This consultation document has been developed following an extensive programme of engagement and consultation with individuals and organisations who have an interest in the health and social care workforce across Wales. We estimate we have engaged with over 1,000 people via face-to-face workshops, one-to-one interviews, online questionnaires, webinars and peer group workshops. We have also reviewed other sources of evidence and intelligence, workforce trends and the workforce implications of national legislation and policy.

In this document, we set out the themes that have emerged during the engagement period, and outline the context, vision and potential ways forward for each of the themes.

We recognise that to achieve the vision and ambition of this strategy, we all need to work together. Our workforce is made up of a range of people including employees in statutory organisations, contractor professions and the private, independent and third sectors. We also recognise the



importance and value of volunteers and carers, and this strategy and its supporting implementation plans encompasses all these people.

The people who work in health and social care are not just an important asset to this sector, but as members of local communities, they contribute greatly to the wider economic prosperity and sustainability of Wales. An effective workforce strategy, therefore, has a considerable value in the context of a prosperous Wales, and we need to see what we spend on our workforce as an investment not a cost.

The workforce strategy is an opportunity to change the conversation - to understand what matters to the workforce as they deliver health, care and support to our population - as much as what matters to the people they care for. We know that this is critical if we are to provide excellent care.

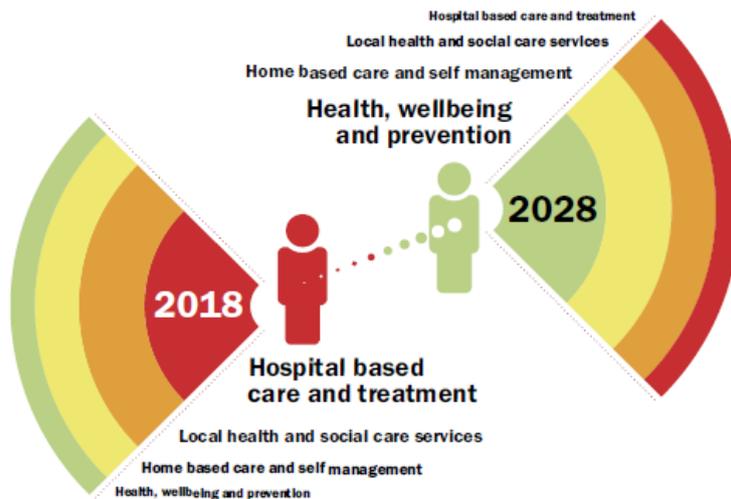
This consultation is open between 23rd July until midnight on 18th September 2019, and we invite you to contribute your views through our [on-line consultation feedback](#).

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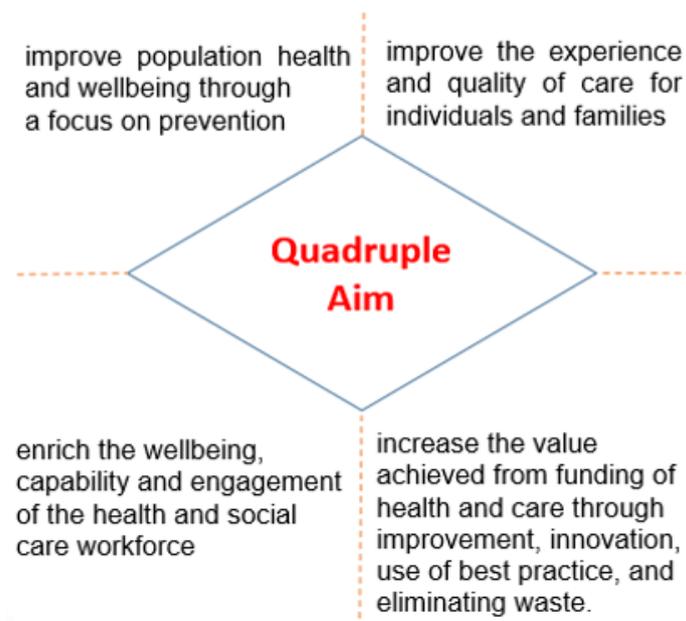
The development of A Healthier Wales - A Workforce Strategy for Health and Social Care

The ambition of 'A Healthier Wales' is for the health and social care systems to work together, to help people live well in their communities, meet their health and care needs effectively and provide more services closer to or at home, ensuring that they only need to use a hospital for treatment that cannot be provided safely anywhere else.



The principles of that ambition are based on the Quadruple Aim (see below)

Quadruple Aim



(Parliamentary Review 2018)

THE HEART OF OUR STRATEGY

Supporting the health and wellbeing of our workforce

We have made a commitment to position the health and wellbeing of our workforce at the heart of the strategy. This is important because:

- This is what you have consistently told us through the engagement process;
- It is a critical part of the Quadruple Aim;
- The evidence is clear that better staff experience and wellbeing results in better care for the people using our services, and
- It contributes to a culture of compassionate care which benefits everyone.

THE CASE FOR CHANGE

There is undoubtedly a clear case for change which was outlined in *The Parliamentary Review of Health and Social Care in Wales*, and this workforce strategy is important because:

- The needs of our patients and people who use care and support continue to change;
- Public expectations and staff expectations are changing;
- We have difficulties in recruiting to certain professions and occupations;
- We have difficulties retaining staff in some areas;
- This impacts on the quality of care for people receiving care and support;
- This impacts on the health and wellbeing of our staff;
- This also impacts on the cost and sustainability of our services;
- There are new opportunities to provide care differently, and technology is increasing;

The status quo is not an option.

THE CONSULTATION

Your feedback and contributions through the engagement process, suggests that there are 7 key themes for the strategy. These themes are illustrated overleaf, although in practice there is a great degree of interdependence between them. For each theme we have set out the context, what we heard during the engagement, our vision, emerging priorities and potential actions for each of the themes. We want to seek your views on these.

Please visit our website to complete our online questionnaire and submit your feedback. The consultation will be open from 23rd July 2019 until midnight on 18th September 2019. Following this consultation, the strategy will be finalised and launched early 2020.



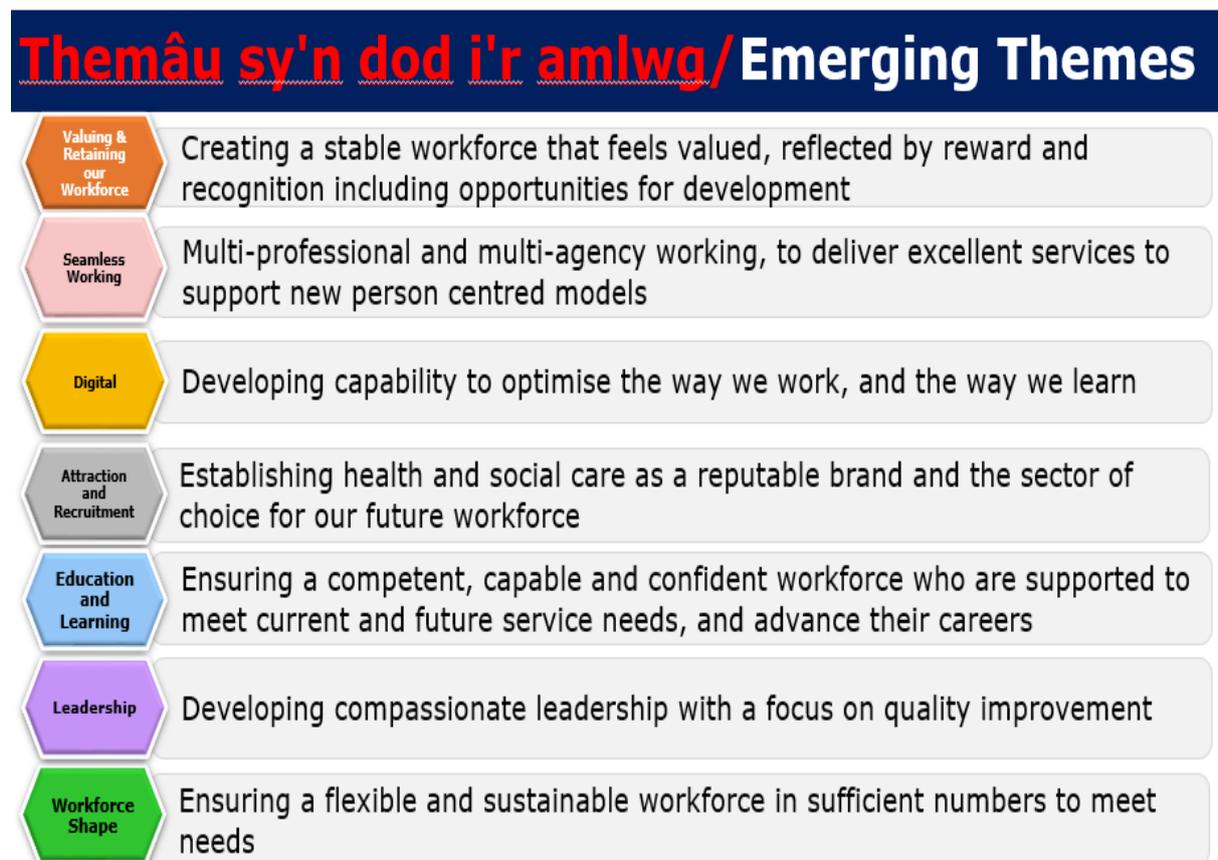
A Healthier Wales - A Workforce Strategy for Health and Social Care

Our Ambition

By 2030 we will have the right number of engaged, motivated and valued people including volunteers and carers, able to deliver flexible and agile health and social care that meets the needs of the people of Wales. Our workforce will be reflective of the population's diversity and cultural identity, with the right values, behaviours, skill and confidence to deliver care and support people's wellbeing as close to home as possible.

By 2025 we will make working in health and social care the sector of choice, through excellent people and employment offer and practices, to attract the right people into our workforce.

By 2022 we will have aligned recruitment, education, training and development of staff to our future ambition, and will have accelerated cross sector workforce intelligence, to inform scenario planning and workforce modelling to deliver our medium and long term plans.



The Workforce Strategy for Health and Social Care will set out the ambition for the next 10 years. Going forward, the high-level strategy will be supported by the creation of implementation plans which will set out in more detail the actions required to deliver the strategy's ambitions.

Valuing and retaining our workforce - context

Our health and social care workforce is our biggest and most precious asset in delivering high quality health and social care. Our workforce is drawn from our population and investing in them brings benefits to the economy and culture of Wales.

What we've heard so far

- Parity of esteem is very important;
- Pay is an important issue that was consistently raised in the engagement;
- People want to manage their work flexibly throughout their careers, with clearly designed and supported career pathways;
- Seamless working needs to be supported by harmonisation of practices;
- Empowerment is important to our workforce, and
- 2019 Staff surveys in the NHS report 34% of staff experienced work-related stress and 18% bullying from managers, or other colleagues.

Our vision

We will support the wellbeing of our workforce throughout their careers through:

- Healthy working arrangements and environments;
- Excellent well-being and occupational health support;
- Exemplar employment practices;
- Work life balance;
- Flexible career opportunities to meet changing needs, and
- Excellent learning and education opportunities.

Emerging Priorities

We will become the 'employer (sector) of choice' by:

- Building parity of esteem through reward and recognition;
- Developing a new staff charter;
- Standardising practices across health and social care to deliver seamless care;
- Ensuring safe and open cultures – where staff feel able to raise concerns and have opportunities to suggest and contribute;
- Establishing mechanisms to help understand why people want to leave – before they leave;
- Developing a consistent approach to gain regular staff feedback;
- Enhancing flexible working arrangements including flexible career pathways, and
- Working together with Trade Union colleagues.

Potential Actions

2020 – 2023

- Design a suite of evaluation tools to give us an understanding of the experiences and expectations of staff to inform a retention plan.
- Implement a health and wellbeing framework across the health and social care workforce to support physical and mental wellbeing.
- Establish non-salary incentive programmes as a means of retaining people and/or dealing with pressures in shortage areas.
- Transform occupational health services to deliver effective, accessible and sustainable service.
- Consider the impact of the Fair Work Commission and its impact on contractual reform.

2024 – 2027

- Co-produce with employers, staff, and students, a set of standards that all our workforce can expect of working environments.
- Implement programmes that support the increase of the community impact of the health and social care sector through the “social pledge” approach
- Implement effective communication and engagement so staff are kept informed and are able to actively contribute to strategic and operational issues.
- Co-produce a recognition and reward strategy that supports parity of esteem.

2028 - 2030

- Develop flexible career structures and portable pathways for people, supported by continuing professional development and access to training and development, to encourage them to stay in health and social care.

CONSULTATION QUESTIONS

In relation to the theme of valuing our workforce

1. Does this theme support the workforce transformation needed to deliver A Healthier Wales?
2. If not – what is missing?
3. Are the emerging priorities and potential actions sufficient?
4. If not what else would you like to see?

**Valuing &
Retaining our
Workforce**

Creating a stable workforce that feels valued, reflected by reward and recognition including opportunities for development

Seamless Working – Context

Health and Social Care workforce should work together to deliver seamless, person centred care, in line with prudent principles.

What we've heard so far

- Multi-disciplinary team approaches are essential to meeting people's needs;
- Our workforce is not always joined up, with different people doing similar things;
- There are perceived and sometimes real barriers to providing joined up services;
- There are excellent examples of the health and care workforce working together, and
- Health and Social Care Induction programme should be rolled out further.

Our Vision

To put the person at the centre of the care and support they receive by:

- Rolling out current good practice such as the joint health and social care induction programme;
- Supporting regional partnership working to develop and deliver new models of care, and support the workforce changes required to deliver these new models;
- Supporting education and development of skills across the whole workforce, and invest in development of everyone, including carers and volunteers, and
- Ensuring good practice models and new ways of working are shared and scaled up where appropriate (See links to leadership and education).

Emerging Priorities

We will deliver services through seamless ways of working by:

- Closer professional working through co-location of teams
- Developing multi-agency and multi-disciplinary teams, in primary and community care as the norm
- Developing new roles working across health and social care at all levels

- Harmonising governance and registration arrangements to facilitate change
- Developing cross-sector competence frameworks to ensure the most appropriate person delivers the service
- Developing skills and capacity for providing positive risk approaches and ‘what matters to me’
- Encouraging multi-disciplinary and multi-agency learning and development opportunities to facilitate ideas to drive innovation.
- Scaling up current examples of good practice (e.g. Pacesetters)

Potential Actions

2020 – 2023

- Implement the agreed minimum standard for access and completion of statutory and mandatory training for all staff in health and social care
- Provide a values based, common induction programme for all of our workforce, who deliver health and social care in primary and community settings.
- Implement a quality improvement and positive risk approach development programme for multi-professional teams.

2024 – 2027

- Harmonise governance arrangements where appropriate to facilitate seamless working.
- Implement cross-sector competence frameworks to inform education and training programmes.

2028 - 2030

- Scale up and roll out innovative and excellent approaches to seamless working.

CONSULTATION QUESTIONS

In relation to the theme of seamless working

5. Does this theme support the workforce transformation needed to deliver A Healthier Wales?
6. If not – what is missing?
7. Are the emerging priorities and potential actions sufficient?
8. If not what else would you like to see?

Seamless Working

Multi-professional and multi-agency working, to deliver excellent services to support new person centred models

Digital - Context

“Today, we need to prepare students for jobs that have not yet been created, to use technologies that have not yet been invented, and to solve problems that we do not yet know will arise”

Andreas Schleicher Director for Education and Skills OECD

We need to provide the best care, which means we need to exploit digital opportunities to optimise the way we work, the tools we use, and the skills and roles we need to adapt and support others.

What we've heard so far

Digital capability offers huge opportunities to improve the services we provide:

- There is a need to develop the infrastructure and tools to enable the workforce to deliver care through new technologies;
- The majority of our workforce and those we care for will be affected by digital opportunities within the next 10 years;
- There is a need to improve digital literacy and digital education in all of the workforce, and
- This will also help recruit the younger generation into health and social care roles.

Our Vision

To have a health and social care workforce who embrace digital technology in all areas of their work through:

- A workforce who are competent, capable and confident to use digital technology;
- Efficient digital solutions, available to provide excellent services;
- Greater and appropriate use of Artificial Intelligence (AI) and Robotics
- Adaption of current roles, and development of new ones and ways of working as a result of adoption of new technologies throughout health and social care;
- Links to education providers and schools to deliver learning that meets the needs of health and social care, and
- Education and training that is digitally enabled to improve access.

Emerging Priorities

We will embrace the digital technology in the health and social care workforce by:

- Developing digital literacy skills in the whole workforce through a digital education programme;
- Creating new roles and extending/expanding existing roles required to implement new technologies, and
- Work with education providers to ensure undergraduate programmes meet the needs of the health and social care's digital future.

Potential Actions

2020 – 2023

- Develop an organisational development plan to integrate digital, workforce and service development.
- Implement and deliver a digital literacy development programme across health and social care
- Equip leaders with the skills and attributes to promote and support staff in using digital technology with confidence.
- Commission and deliver training resources and education programme in digital health and care technologies to enable our workforce to build their digital readiness.

2024 – 2027

- Support collaborations between the health and social care workforce and industry.
- Redesign current roles and create new roles and ways of working as new technology emerges.

2028 - 2030

- Strengthen systems to disseminate lessons from early adoption and share examples.

CONSULTATION QUESTIONS

In relation to the theme of digital

9. Does this theme support the workforce transformation needed to deliver A Healthier Wales?
10. If not – what is missing?
11. Are the emerging priorities and potential actions sufficient?
12. If not what else would you like to see?

Digital

Developing capability to optimise the way we work, and the way we learn

Attraction & Recruitment – Context

We are experiencing shortages in many areas. There will be different approaches needed across the range of professions to address specific areas. Attracting people to Wales, and making sure people of all ages are aware of the range of exciting flexible careers available across health and social care is paramount to attract our future workforce.

What we've heard so far

- Despite initiatives like Train Work Live there is still a lack of knowledge of the Wales offer, which hampers recruitment;
- There is a lack of visibility and awareness of the full range of careers available;
- Recruitment processes can be slow and difficult to navigate;
- We need to recruit on based on values, not just ability or qualifications, and
- Moving between health and social care roles can be difficult despite common experiences and skills.

Our Vision

We build a new public profile of health and social care in Wales as a great place to work by:

- Creating opportunities to help children and young people consider a career in health and social care;
- Creating opportunities to help people who may consider a change to a career in health and social care;
- Developing specific and targeted campaigns for shortage professions;
- Having an effective and efficient recruitment process which makes people feel valued, and
- Exchanges and links with other countries.

Emerging Priorities

We will strive to be seen as an attractive career option for people by:

- Creating a national and recognised brand and framework for recruitment and attraction campaigns, building on the established 'WeCare Wales' and 'Train.Work.Live' brands for health and social care;
- Creating a united cross sector approach to attracting staff;
- Building on existing practice to develop a joint national approach to careers and widening access for all ages for health and social care;
- Considering the use of incentives and bursaries for shortage areas;
- Developing innovative recruitment campaigns including overseas recruitment, and
- Embedding values based recruitment at all levels.

Potential Actions

2020 – 2023

- Establish a national health and social care careers service, that is targeted at primary and secondary school pupils, college and university students, our existing workforce who may want to expand or take a different career route within health and social care, as well as working age adults seeking a career change or return to service.
- Build on the current WeCare and Train.work.live. to create a unified approach to local and national recruitment campaigns through single branding.
- Review and develop targeted schemes for shortage areas, including rural areas, incentives and international recruitment.
- Implement values based recruitment for all health and social care employees.

2024 – 2027

- Transform current recruitment practices to ensure an attractive, digitally enabled, streamlined, speedy, efficient and smooth recruitment experience for new employees.

2028 – 2030

- Maximise the opportunities of digital technology, to attract, recruit and prepare staff for their future roles, and to support during the first year in the role.
- Implement a comprehensive marketing campaign for the full range of occupations and professions across the health and social care

CONSULTATION QUESTIONS

In relation to the theme of attraction and recruitment

13. Does this theme support the workforce transformation needed to deliver A Healthier Wales?
14. If not – what is missing?
15. Are the emerging priorities and potential actions sufficient?
16. If not what else would you like to see?

Attraction & Recruitment

Establishing health and social care as a reputable brand and the sector of choice for our future workforce

Education and Learning - Context

Ensuring our workforce is competent, capable and confident to perform their role is paramount. We will develop our workforce to meet the needs of the population through their current role and prepare them for future roles and career aspirations. The quality of the education provided and the ongoing access to education will support our attraction and recruitment to health and social care.

What we've heard so far

- Existing education provision is often delivered in silos;
- Continuing professional development (CPD) is vital, but is not managed on a consistent whole system approach;
- Delivery of education in primary and community settings must increase;
- Making education accessible across Wales;
- 'Grow your own' schemes should be expanded;
- New technology requires new skills, and
- Undergraduate programmes must align to the needs of the service.

Our Vision

To provide excellent learning and education opportunities throughout all stages of the workforce's career, including undergraduate students, apprentices, volunteers and carers by:

- Widening access to education and learning for all of our current and future workforce;
- Providing new and innovative routes into education including 'grow your own' programmes;
- Recognising experience and skills acquired through non-traditional routes;
- Working with education providers to ensure all education meets the needs of the health and care services, and are available to the wider workforce where appropriate, and
- Promoting multi-disciplinary & multi-agency education at every opportunity.

Emerging Priorities

We will support our current and future workforce to continually develop by:

- Creating flexible innovative approaches to education including flexible learning offerings, apprenticeships, simulation, AI and other digital learning approaches
- Specifying core or common educational requirements and inter-professional learning opportunities

- Designing the funding of education and training to maximise programme throughput
- Enhancing existing strategic partnerships with education providers
- Enhance existing strategic partnerships in health and social care to enable joint delivery of, and access to joint learning opportunities
- Developing a plan to optimise digitally enabled education, learning and knowledge management

Potential Actions

2020– 2023

- Increase provision of education through apprenticeships to facilitate widening access.
- Review the funding model for health and social care education to support delivery of the strategy.
- Implement effective appraisal systems which support staff to identify development needs to meet current and future aspirations
- Create strategic partnerships with education providers to inform curriculum development and delivery.

2024 – 2027

- Commission quality improvement as an integral part of undergraduate curricula
- Embed common competence requirements which can be developed through multi-disciplinary and multi-agency learning interventions.

2028 - 2030

- Commission and deliver multi-disciplinary and multi-agency education CPD and professional registration programmes as the norm, unless there is a specific reason to do otherwise.

CONSULTATION QUESTIONS

In relation to the theme of education and learning

17. Does this theme support the workforce transformation needed to deliver A Healthier Wales?
18. If not – what is missing?
19. Are the emerging priorities and potential actions sufficient?
20. If not what else would you like to see?

Education & Learning

Ensuring a competent, capable and confident workforce who are supported to meet current and future service needs, and advance their careers

Leadership – Context

The workforce strategy for health and social care will rely on excellent leaders, who focus on quality and create a culture of openness and well-being. This is not exclusive to senior leadership and managers, but throughout all of the health and social care sector.

What we've heard so far

- Collective and Compassionate leadership is required;
- There is a need for a more joined up approach to leadership development;
- Leadership must be focussed on quality;
- Seamless provision of care needs flexible and adaptive leaders to work together;
- Need to have clear expectations of leaders and managers, and
- Leaders need to be held to account to make the shift that is required.

Our Vision

Our leaders will be responsible for creating the conditions for quality will support, encourage and inspire the workforce to continually improve the services we provide through:

- Role modelling values and behaviours;
- Creating safe and open environments for people to suggest improvements or raise concerns;
- Continually developing their own leadership and management competence;
- Identifying, supporting, inspiring and developing compassionate leaders who focus on the wellbeing of the workforce and the people they care for;
- Supporting the workforce to continually improve, and
- Being accountable for the workforce and services in their area.

Emerging Priorities

We will create a shared approach to developing leaders at all levels by:

- Developing a collective and compassionate leadership strategy for health and social care;
- Identifying, developing, supporting and inspiring leaders throughout their career;
- Building and developing clinical and non-clinical leadership capability and capacity;
- Creating access to high quality leadership resources, maximising digital technology;
- Creating a common approach to talent management and succession planning with talent pipelines across health and social care;
- Developing leadership graduate programmes, and
- Creating a common leadership and management framework.

Potential Actions

2020 - 2023

- Create meaningful culture change through the development of a collective leadership strategy that underpins leadership at all levels
- Develop and commission a range of leadership, management and team development resources that are accessible to health, social care and the wider community
- Produce a new generation of leaders through:
 - developing a talent management framework that is transferable across health and social care, supported through a digital workforce solution
 - identifying talent and nurturing potential clinical leaders during undergraduate training
 - Producing a multi-disciplinary graduate leadership development scheme that enables flexible portfolio, cross boundary working
- Creating a digital leadership portal that hosts leadership resources, signposts local and national leadership opportunities, supports social networking and promotes experiential learning opportunities

2024 - 2027

- Embed the H&SC collective leadership model throughout all professional training
- Influence the creation of 'student leadership academies' across all universities in Wales, for health and social care undergraduates
- Create capacity for increased clinical leadership through effective use of rostering and job plans

2028 - 2030

- Develop a talent pool of leaders from across the wider community and voluntary sector, in addition to health and social care, to produce a diverse and rich source of potential leaders

CONSULTATION QUESTIONS

In relation to the theme of leadership

21. Does this theme support the workforce transformation needed to deliver A Healthier Wales?
22. If not – what is missing?
23. Are the emerging priorities and potential actions sufficient?
24. If not what else would you like to see?

Leadership

Developing compassionate leadership with a focus on quality improvement

Workforce Supply & Shape – Context

We need to escalate the shift of care provision from secondary (hospital) settings, to primary care and community settings that are closer to home. While there are significant shortages in some professions and skills, leading to use of high cost agency workers, this gives us an opportunity to create new and innovative roles, through expansion, extension and advancing of current competence using prudent principles across health and social care, as we move care from secondary to primary and community care settings.

What we've heard so far

- Workforce data is incomplete across the sector
- Need to grow the workforce in key areas and reduce deficits
- Joint workforce planning is required at regional level to avoid shunting problems between sectors
- The contribution of volunteers and carers in partnership with paid staff must be recognised
- Plethora of local, regional and national arrangements across the country can hinder progress
- The workforce must be delivered in the primary and community care setting

Our Vision

To ensure health and social care providers have a dynamic workforce in sufficient numbers with the capacity and capability to deliver health and social care services in new settings by:

- Enabling effective planning and workforce modelling to meet service changes;
- Building skills in workforce planning and predicting workforce supply;
- Increasing the pace of development of new roles, expansion and advancement of current roles;
- Enabling partners to plan and engage with education providers to ensure the right skills are being delivered to meet service requirements, and
- Recognising the contribution and expertise that volunteers and carers bring.

Emerging Priorities

Deliver a multi-disciplinary, multi-agency workforce that includes the contribution of carers and volunteers to meet the cultural diversity of Wales and changing needs of the population through effective workforce planning and design by:

- Targeting key shortage areas and address in the short, medium and long term – this will include workforce planning and modelling, education and training, investment in continuing professional development and clear career pathways, retention and return campaigns and supporting staff to develop extended skills.
- Agreeing a consistent workforce planning approach across health and social care.
- Developing detailed workforce plans across health and social care in the Primary and Community Care environment to support the Strategic Programme for Primary Care.
- Implementing a common approach to addressing gaps in workforce intelligence and using sophisticated modelling.

Potential Actions

2020 – 2023

- Contribute to the reduction of high cost agency and locum usage through improved investment in the workforce.
- Implement a standardised minimum data set and invest in data analytics and workforce business intelligence, to establish a baseline, and enable increasing sophistication with workforce modelling and scenario planning.
- Commission a single specification for current workforce data collection across health and social care. (including primary care, community settings, research and academia)
- Commission a programme of work to quantify the shape and contribution of volunteers and carers in health and social care.
- Adopt a standardised methodology for workforce planning across health and social care, including the underpinning development, resources and data to support this.
- Develop integrated workforce plans across health and social care to support the strategic programme for primary care and planning for shortage areas e.g. nursing.

2024 – 2027

- Invest in research capacity and capability to monitor the effectiveness of the components of this strategy
- Continue to develop strategic plans for shortage areas.

2028 - 2030

- Continue to identify target areas and develop workforce plans to achieve our strategic priorities that bring together a range of attraction and retention initiatives.

CONSULTATION QUESTIONS

In relation to the theme of workforce supply & shape

25. Does this theme support the workforce transformation needed to deliver A Healthier Wales?
26. If not – what is missing?
27. Are the emerging priorities and actions we have identified sufficient?
28. If not what else would you like to see?

**Workforce
Shape**

Ensuring a flexible and sustainable workforce in sufficient numbers to meet needs