

**Cyflwynwyd yr ymateb i ymgynghoriad y [Pwyllgor Iechyd a Gofal Cymdeithasol](#)  
ar y [gweithlu Iechyd a Gofal Cymdeithasol](#)**

**This response was submitted to the [Health and Social Care](#)  
[Committee](#) consultation on [Health and Social Care Workforce](#)**

**HSC 32**

**Ymateb gan: | Response from: Iechyd a Gofal Digidol Cymru | Digital  
Health and Care Wales**

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Russell George MS  
Chair, Health and Social Care Committee  
Senedd Cymru /Welsh Parliament  
Cardiff Bay  
Cardiff  
CF99 1SN

8<sup>th</sup> October 2021

Dear Russell

#### **Health and Social Care Workforce – written evidence**

With reference to your letter dated 25<sup>th</sup> August 2021, please find below my response to the questions you outlined in relation to A Healthier Wales: our workforce strategy for health and social care.

#### **1. Plans for implementation of A Healthier Wales: Our Workforce Strategy for Health and Social Care (published October 2020), including progress made to date and whether delivery is on track for 2030.**

Digital Health and Care Wales (DHCW) became a new Special Health Authority on 1<sup>st</sup> April 2021. As part of establishment of our tasks we have developed a new People and Organisational Development Strategy which identifies our workforce priorities and is aligned with A Healthier Wales: Our Workforce Strategy for Health and Social Care.

The approach outlined in our strategy complements the national strategy, where our staff experience compassionate, healthy and fair behaviours in the workplace. There are many opportunities to influence change which includes leadership development, challenging how colleagues experience work, as well as refocusing how people policies are designed and used. The Healthier Working Relationships approach (changing what's expected of our people in NHS Wales and taking responsibility for our relationships), developed in partnership with the wider NHS Wales, trade unions and Welsh Government, and currently being implemented across NHS Wales, will clearly influence our approach in DHCW.

We continue to work in partnership with wider NHS organisations such as Health Education and Improvement Wales, as well as academia and industry. Collaboration and co-production will ensure our strategy supports the integration, innovation and modernisation of the workforce.

As the first organisation in the UK to achieve certification of BS 76000 - the British Standard for Valuing People - our commitment to people practices is principled, relevant and developmental. BS 76000 is a standard that requires clear understanding of the purpose of, and vision for, our business, thoughtful execution, and a commitment to excellence via continuous learning and development. It focuses on our staff and on developing the organisation to be the best it can be - through reflection, recognition, appreciation and improvement of people practices, and we will continue to build on this good work.

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We are also certified to BS 76005 Diversity and Inclusion through Valuing Staff, and this is a core aspect of our strategy.

**2. The alignment of the strategy and its implementation with other priorities and actions, including those identified in the Welsh Government’s Programme for Government for 2021 – 2026 and A Healthier Wales: Our Plan for Health and Social Care (2018)**

Our People and Organisational Development Strategy is closely aligned to the seven strategic aims of A Healthier Wales: our Plan for Health and Social Care (2018). We have identified similar key themes and they have been brigaded into high level priorities to ensure that we are delivering the DHCW objectives, in particular the development of a new digital organisation enabling workforce transformation by increasing capability and capacity. This workforce transformation activity has been identified in our Annual Plan as a fifth strategic priority to ensure that it is progressed at the highest level. The culture of DHCW will evolve in the coming years to ensure that we can truly influence and embed digital system leadership. The seven strategic aims of A Healthier Wales: our Plan for Health and Social Care (2018) are central to our approach, and our action plan demonstrates how we will achieve the high level priorities and measures to track our progress.

Our recruitment task force was established in February 2021 to address the significant number of vacancies required for the new Special Health Authority, as well as to accelerate recruitment activity to ensure that DHCW can deliver its objectives.

**3. The extent to which HEIW/SCW’s workforce strategy and broader work on workforce planning and the commissioning/delivery of education and training, will ensure that we have a health and social care workforce which is able to meet the population health and care needs, and support new models of care and ways of working, including optimising the use of digital technology and the development of Welsh language services.**

We will model, predict, prioritise and implement workforce strategies to ensure we interpret workforce requirements to deliver our overall business strategy. This includes strengthening targeted strategies to tackle our gender pay gap, reducing inequality of outcomes and other significant workforce development needs. These plans are developed with, and owned by, key leaders in the organisation, supported by our Workforce and Organisational Development team.

Our people plan is centred around six Key Themes, and has associated People Priorities:

Key Theme	People Priority
<b>Extraordinary Leadership</b>	<ul style="list-style-type: none"> <li>Leadership and management</li> <li>Training and development</li> <li>Talent management</li> <li>Succession planning</li> </ul>
<b>Great Organisation to Work</b>	<ul style="list-style-type: none"> <li>Culture and organisational development</li> <li>Diversity /Equality /Welsh language</li> </ul>

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Key Theme	People Priority
<b>Strategic Workforce Planning</b>	<ul style="list-style-type: none"> <li>Resourcing</li> <li>Changing the shape of the workforce</li> </ul>
<b>Grow Our Own</b>	<ul style="list-style-type: none"> <li>Growing our own</li> <li>Career pathways</li> <li>Partnership and collaborative working</li> </ul>
<b>Well-being and Engagement</b>	<ul style="list-style-type: none"> <li>Well-being and engagement</li> </ul>
<b>New Ways of Working</b>	<ul style="list-style-type: none"> <li>Technology and new ways of working</li> </ul>

As a digital organisation we are at the forefront of technology and all our people have Microsoft 365 and Power BI resources at their fingertips. We work closely with the Federation for Informatics Professionals (FedIP) in health and social care, and many of our staff hold British Computer Society BCS membership as well as FedIP accreditation according to their skills and experience.

We are working with Welsh Government in collaboration with FedIP to lead a national Digital Workforce Review for NHS Wales. The Digital Workforce Review aims to understand the size, distribution and capability of the digital workforce across healthcare in Wales providing a foundation for strategic workforce planning (digital workforce meaning staff professionally engaged in the development and delivery of digital systems and services including data and informatics).

We are exploring new ways of working, initially introducing hybrid model and dotcom opportunities, both nationally and internationally to secure potential workforce.

We are currently advertising for a Welsh Language Officer to take forward the Welsh Language agenda.

**4. The mechanisms, indicators and data that will be used to measure progress in implementing the workforce strategy and evaluate its effectiveness.**

We have in place specific measurable actions to plot and evaluate progress against our People and Organisational Development Strategy, and performance against the plan will be reported to our Management Board on a quarterly basis. In addition to this, monthly workforce Key Performance Indicators are produced and shared with our Board. We are also undertaking external benchmarking internal and external partners.

**5. Whether the financial and other resources allocated to implementation of the strategy are adequate.**

We have prioritised workforce development within our current budget; however, enterprise workforce planning capabilities need to be developed, and workforce development needs to be better funded so that that our existing workforce has current skills and knowledge to ensure we remain the digital leader and can attract the best candidates. Research and Development needs to be better funded to be able to act fast and maximise on opportunities in the innovation space.

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**6. The extent to which the strategy and its implementation are inclusive, reflect the needs /contribution of the whole workforce - e.g., on the basis of profession, stage of career or protected characteristics – and also take into account the role of unpaid carers and volunteers.**

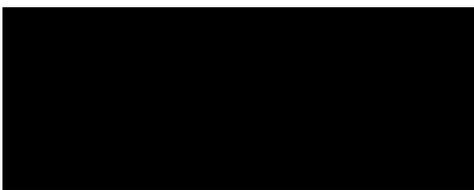
Our current workforce is made up of 40% female and 60% male. The age profile shows that the majority of the workforce is aged between 26 and 55 years, peaking at 41-45. This provides a stable foundation to build our pipeline and to prepare for retirements in the future. Turnover, on average, is 6% which is healthy for a digital organisation. There has been an increase in apprenticeships over the last couple of years to enable us to *grow our own*. The achievement of the BS 76005 Diversity and Inclusion through Valuing Staff demonstrates evidence of our inclusive approach.

**7. Whether there are any specific areas within the strategy that would benefit from focused follow up work by the committee.**

We would welcome opportunities to explore the potential of recruitment campaigns for digital professions at a national level in order to pool resources and maximise impact. We believe there are significant recruitment and skills gaps within the digital workforce, and this is experienced first-hand through ongoing recruitment campaigns.

I trust that the above meets your requirements, and if you would like to discuss any of the points in more detail with me or my team, we would be more than happy to assist.

Yours sincerely



Chief Executive Officer  
Digital Health and Care Wales

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