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

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**Addysg a Gwella Iechyd Cymru (AaGIC)**  
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Date: 12 December 2023

Russell George MS  
Chair, Health and Social Care Committee

**(By email only)**

Dear Russell,

Thank you for the opportunity to provide evidence to the Health and Social Care Committee on the Nurse Staffing Levels Act.

It has come to light that, due to an oversight, we have not shared the additional information offered during our attendance at the evidence session on 19 October 2023. Please accept our sincere apologies for the delay in sharing this with the Committee, we hope it is helpful.

If there is anything more you need then please get in touch.

Yours sincerely

**Julie Rogers**

**Deputy CEO and Director of Workforce & OD**

**Health Education and Improvement Wales**

*Enc: Additional information*





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## **Additional information to the Health and Social Care Committee - Nurse Staffing Levels Act**

### **Digital and Data Strategy**

During the 2023 period the HEIW [Digital and Data Strategy](#) was approved by the HEIW Board and launched. The strategy sets out the vision, strategy and missions of our digital directorate for internal as well as external deliverables. These deliverables are served via five digital missions which concentrate on: delivering high quality innovative digital solutions, developing a digital ready and skilled workforce, delivering excellent innovative digital learning experiences, delivering effective data analytics and insights, and continuously strengthening HEIW's cyber security and information governance functions. A key deliverable from the strategy this year was the [Digital capability framework](#). It is designed to allow the healthcare workforce to participate digitally and improve the digital literacy of our workforce so they can fully realise the benefits of digital systems and ways of working. This is complemented by our new [learning management system](#) Y Ty Dysgu which went live from the 1st of August this year. The system allows professionals from dentistry, Optometry and pharmacy to complete course and continue with their professional development and certification.

Data driven insights require good quality data. The HEIW data and analytics team have worked closely with other stakeholders including Digital Health Care Wales (DHCW), shared services and others to work towards the improvement of workforce data. New processes are now in place such as the mandating of compliance with data standards and close monitoring of the compliance to them. The HEIW digital team released the data and analytics portal during October this year which acts as a central point to access content such as workforce dashboards, support services, and analytical reports. Portal dashboards now include workforce dashboards showing headcount, whole time equivalency and participation rates as well as retire and return data etc. Dashboards for monitoring data quality and higher education performance are also available. Currently these products are only available within health and social care however HEIW are working with DHCW to provide access to Welsh Government (WG) and public facing content will be available next financial year. Several other dashboards are also in development including an education to employment dashboard which can track our workforce through both systems.

At the behest of WG via the [National Workforce Implementation Plan](#) HEIW have developed a methodology for workforce supply and demand modelling. This along with a data model (computer engine) was delivered during August this year. HEIW are currently working with NHS stakeholders across Wales to create forecasted scenarios for the nursing workforce, based evidence and stakeholder views. The outputs will include 10–15-year projections for both supply and demand for our nursing workforce.

If you would like to know more about the HEIW Digital Work, please contact



## Attraction and Recruitment

### Train Work Live

The [TrainWorkLive](#) (TWL) is an increasingly well-known brand, which underpins all of our attraction campaigns to support recruitment into NHS Wales. Although initially established to focus on recruitment into Wales from the wider UK and internationally, TWL is a national attraction campaign, which is key in supporting local organisation recruitment challenges and we have created a suite of physical resources including banners and merchandise which have been offered to organisations. We have also supported the All-Wales International Recruitment programme to Kerala during 2023.

Our campaigns for pharmacy, dental, medicine and nursing (including support for the international recruitment programme to Kerala) are currently live, with mental health soft launched, allowing for further development, including public transport campaign for 2024. Each campaign is regularly reviewed and refreshed to accommodate improvement over the scheduled 'bursts' of each campaign. Digital targeted adverts are running across the campaigns which are also supported with incentives and identify 'unique selling points' for the profession and Wales. New images have been developed and will also appear on our stands and the resources we offer to the HB/Trusts.

The minister for health and social services launched our high-profile Dental campaign in March 2023. A well-received [video](#) was developed for the campaign launch, with a second recently launched in September. Online digital campaigns have been live for Dental Foundation Trainees (DFT) and Dental Core Trainees (DCT), and we are currently planning our approach for year 2.

### **Broadening our Reach**

In February 2023, the Minister's [National Workforce Implementation Plan](#) identified two actions for TWL which were completed on target. Specifically,

- ✓ A refreshed and enhanced attraction recruitment campaign for NHS Wales.
- ✓ A broader recruitment campaign.

TrainWorkLive (TWL) was refreshed and enhanced in readiness for our Dental campaign which launched in March 2023. We confirmed this in writing to government and outlined our broader attraction campaign plans including TV advertising and public transport advertising, and a new campaign 'Your NHS, Your Career, Your Future' to attract to under-graduate programmes including nursing pre-registration programmes which ran over the summer.

### **Impact**

As TWL is an attraction rather than recruitment campaign, it is difficult to directly attribute our offer with conversion to training or employment however, since TWL was launched, fill-rates have generally improved year on year, with a minor exception, when pharmacy places within the UK increased, against a backdrop of reduced numbers of graduates.

Over 200 expressions of interest to work in Wales have been received this year. We are currently revisiting historical data (prior to transfer from WG) to establish a comparison. Fill rates for current campaigns are not yet available but we anticipate more information will be published later in 2024. Improved fill-rates impact directly on locum agency spend, and importantly on quality of patient care.

## Next Steps

Although TWL is an attraction campaign, we want to be more active in tracking and supporting expressions of interest to actual employment and training. The TWL team will be more active in following up how HB/Trusts colleagues act on the information we provide, so that we can track and support an individuals' interest ideally to the point of employment, and more easily demonstrate our added value and quality.

Our alignment with our Careers and Widening Access team colleagues is demonstrating positive improvement. We are now sharing collateral where appropriate, and mini campaigns building on the intelligence from the wider approaches is mutually beneficial. An example of this was in the student attraction campaign, where TWL material was used by the careers team to build the campaign, while reflecting key approaches of the TWL brand. This approach will continue and strengthen into the future.

## Careers/Careersville

As part of HEIW's statutory functions we have a strong careers offering, showcasing the 350 different careers available in Wales. This work is multi-faceted, and includes supporting careers events, education, and schools, attending key events such as the Royal Welsh Show, essentially providing a trusted and robust source of careers information to attract people to work in the NHS in Wales.

We have established a thriving health and social care careers network which is an organised and run in collaboration between Social Care Wales and the Future Workforce team in HEIW. This network contains a wide variety of stakeholders including and not limited to health boards, Department of Work and Pensions, higher and further education organisations, local government and other career experts.

Our flagship sister career villages HEIW's sister site career platforms, [Careersville](#) and Tregyrfa and the [NHS Wales Careers](#) web page is the primary source of information on all careers matters for NHS in Wales.

Careersville is continually evolving – with the vision that it is appropriate for all-ages. The initial work has focussed on 14–25-year-olds, although applicable to a wider age range with resources to learn more about the wide range of different professions, how to apply for university and jobs in the NHS. Visitors enter Careersville, and can explore the many 'buildings' which provide information and resources including real NHS staff talking about their work and career journey and we also have events in the cinema and a range of content to help you to 'be the best you can be' in our [Skills Library](#). Also, the [Y Gornel Gymraeg](#) has material to learn the value of using Welsh in the workplace.

We were please to host a live event at end of October, aimed at 16–18-year-olds. This included launch of the newly updated Careersville platform, and we were thrilled that the Deputy Minister for Mental Health and Wellbeing opened the Mental Health building which is our newest addition to Careersville.

Alongside the above, following engagement with our partners and key stakeholders, we are in the final stages of developing our careers strategy, which is a plan of critical actions to attract the workforce of today, tomorrow, five years and ten years' time to NHS Wales.

## Gwella

Established in 2020, the [Gwella Leadership Portal](#) for Wales is the main development platform for leadership across health and social care in Wales. Hosting over 200 carefully curated resources exploring multiple facets of leadership and improving the cultures of the places we work; the platform helps users find content that is right for them on their own personal development journey. Users also benefit from a regular offering of live events with speakers from across the industry and from outside health and social care, to explore how good leadership makes a difference to our workforce, and to the patients we care for. Communities of practice and user networks help expand horizons and build connections and bridges that break the barriers of organisation, profession, and geography, bringing people together to develop across the system.

New functionality is being developed within the platform to champion the individual user experience and give users tools to signpost them directly to the resources and opportunities that they will gain the most benefit from. Users can complete self-assessments that will help to highlight hidden strengths or key areas of development, helping to encourage users to embed reflective practice into their leadership journey. More experienced leaders can take advantage of our new 360 assessment functionality to gain a wider insight into their skills and behaviours from the people who they interact with regularly and who matter the most.

With a growing user base, and a continually expanding and improving user experience, Gwella is fast becoming the connective tissue for all leaders and managers across health and social care in Wales. We have just launched the [Compassionate Leadership Hub](#) creating an easy to navigate range of evidence-based and interactive leadership and culture resources. In November 23 we also launched our [Compassionate Leadership Pledge](#), reinforcing that everyone can commit to being a compassionate leader. It requests organisations, teams, and individuals to 'sign up' and describe how they will embed our [Compassionate Leadership Principles](#) to create inclusive workplaces that positively impacts attraction and staff retention within NHS Wales