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

# A HEALTHIER WALES:

## OUR WORKFORCE STRATEGY FOR HEALTH AND SOCIAL CARE



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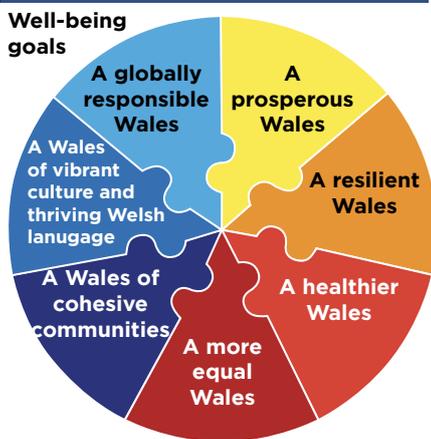
# A HEALTHIER WALES: OUR WORKFORCE STRATEGY FOR HEALTH AND SOCIAL CARE

## FOREWORD

The delivery of health and social care to the population of Wales is completely dependent on our workforce who work in a range of statutory, private or voluntary provider services, volunteers or as carers. Without them, high quality health services, care and support could not be provided, and this strategy encompasses all of these people.

The people who provide health and social care are highly valued, not just for their dedication and commitment to the health and care system, but as members of local communities, they contribute greatly to the wider socio-economic prosperity and sustainability of Wales.

### Well being of Future Generations (Wales) Act 2015



The desire for a high-quality health and social care system is clear in Wales' legislation for sustainable development, through the [Wellbeing of Future Generations \(Wales\) Act 2015](#), which sets out seven wellbeing goals, and the duty of public bodies to think more about the long term to prevent problems and take a more joined up approach, the [Social Services and Wellbeing \(Wales\) Act 2014](#), [Regulation and Inspection of Social Care \(Wales\) Act 2016](#), the Welsh Government's national strategy [Prosperity for All](#) and the recent review undertaken by the Equality and Human Rights Commission [Is Wales Fairer?](#) (2018).

The [Parliamentary Review of Health and Social Care in Wales](#) (2018) sets out the case for change in health and social care provision, and acknowledged the need to bring health and social services seamlessly together, designed around the needs of individuals, with a greater emphasis on keeping people healthy and well. [A Healthier Wales: Our Plan for Health and Social Care](#) (2018) was the response to the Parliamentary Review and commissioned the development of this workforce strategy.

This strategy sets out the vision, ambition and approaches that are needed to put wellbeing at the heart of our plans for the workforce. A core element of the Parliamentary Review and A Healthier Wales' 'Quadruple Aim is to deliver an inclusive, engaged, sustainable, flexible and responsive workforce in health and social care. Its importance is supported by an increasing body of evidence, which correlates the inclusion, wellbeing and engagement of the workforce with the quality of health and care experienced by the people we serve.

This Strategy is our opportunity to create a compassionate culture, to address a number of long standing challenges as well as preparing our workforce for future challenges. The rising demand for services, increasing health and wellbeing inequalities, higher public expectations, as well as the possibilities that new and emerging medical and digital technologies offer, are set against a backdrop of changing demography, recruitment and resource challenges.

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Many of our future workforce are with us today, and retaining our workforce is as important as recruiting. The actions in each of the seven themes, together with our commitment to supporting the wellbeing of the workforce, will work together to improve the retention of our current workforce, as well as attracting new people into the health and social care workforce. This strategy is not just about “more of the same” – existing approaches are clearly not working, or not working well enough. We need to transform traditional roles and ways of working to support the new models of care that are being developed through Regional Partnership Boards, the Strategic Programme for Primary Care, the National Clinical Plan and the Care and Support at Home Plan. As we develop new models of care we will gather evidence of what skills are needed, what works best and which skills and competencies are needed to meet future needs, so that improvements can be adopted or adapted at pace across Wales.

We will build a culture of compassionate and inclusive leadership which will attract, continuously support and develop a flexible and agile workforce who feel valued, and are valued, by an inclusive and modern health and social care system. We will use principles set out in [prudent healthcare](#) and [sustainable social services](#), promote inclusivity and wellbeing, and offer roles and opportunities which attract, reward, develop, and retain our workforce within a fair and just health and care system.

Our workforce will be supported to deliver care using digital skills and the Welsh language aligned to the new approaches of service delivery. Our workforce will be able to optimise digital technology to manage workload and caseloads more effectively. We will develop a workforce that is able to meet the health and care needs of people through the medium of Welsh.

The actions in this strategy can only be delivered through engagement and partnership with the workforce, through listening to them, and understanding what matters to them as they deliver health, care and support to our population. Through the engagement and consultation process, we identified key enablers for delivery of this strategy. These include addressing terms and conditions, ensuring services are adequately resourced, improving commissioning and building a culture of fairness and equality, and partnership working.

This strategy has huge importance, not just for the health and care system, but reaches far wider in the context of a prosperous Wales.

We must acknowledge that what we spend on our workforce is not a cost, but an investment. This Strategy will ensure that we get maximum value from this investment for our workforce, for the people we serve and for the health and social care system in Wales.

A Healthier Wales: Our  
Workforce Strategy for  
Health and Social Care



# OUR WORKFORCE STRATEGY FOR HEALTH AND SOCIAL CARE - STRATEGY ON A PAGE

## THE AMBITION - 2030

To have a motivated, engaged and valued Health and Social Care workforce with the capacity, competence and confidence to meet the needs of the people of Wales.



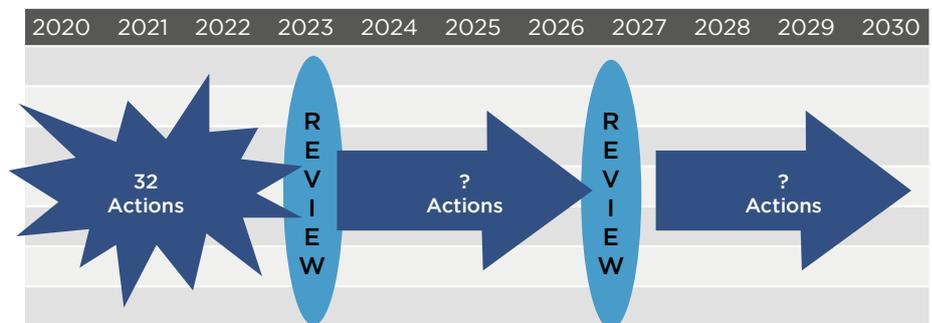
## WHAT SUCCESS WILL LOOK LIKE

- Very high levels of staff engagement, motivation, wellbeing and satisfaction
- Better recruitment and retention of staff through attractive and flexible working arrangements and career opportunities
- Increased levels of Welsh language skills in the health and care workforce
- Flexible education opportunities and career development
- Intelligence led workforce planning enabling us to change our workforce to meet our population need
- A compassionate culture, role modelled by excellent leaders and managers.

## WHAT WILL BE DIFFERENT

- Our workforce feels valued, is treated fairly and their wellbeing is supported
- Workforce language, culture and diversity reflects our population
- Potential shortage areas are known earlier and targeted effectively
- Widespread values based and inclusive recruitment ensures we have the right people
- Common competences are identified and underpin new and different ways of working
- Learning is delivered through flexible and accessible routes
- Widespread digital skills capability underpins care delivery
- National bi-lingual careers service is widening access to careers in health and care for all ages.

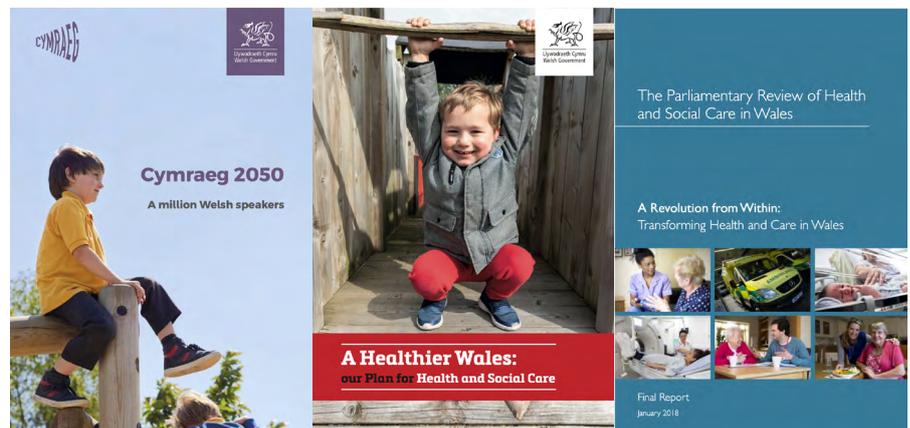
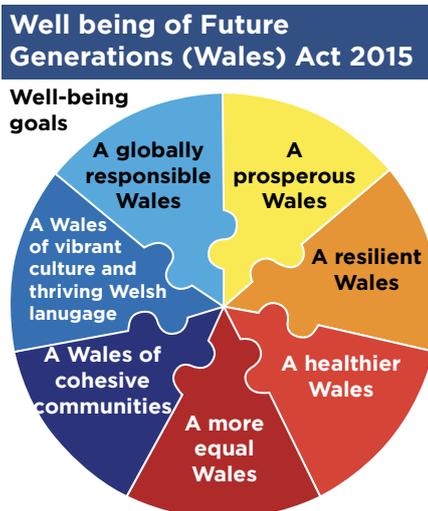
## IMPLEMENTATION



## ENGAGEMENT AND CONSULTATION - WHAT WE HEARD



## THE LEGISLATIVE FRAMEWORK



Welsh Language (Wales) Measure 2011



# Context

## CONTEXT

'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 health and social care in Wales. This includes an ageing population, lifestyle changes, public expectations, new and emerging medical and digital technologies, rising costs in health and care expenditure outpacing the country's growth, and shortages in our health and social care workforce. This is set against a backdrop of a demographic profile that forecasts fewer people of working age available to work in health and social care roles, which presents a significant challenge to health and social care services.

The [World Health Organisation](#) estimates a projected worldwide shortfall of 18 million health workers by 2030, and while they anticipate this impact may be particularly felt in low and lower-middle income countries, they warn that all levels of socio-economic development face to varying degrees, difficulties in the education, employment, deployment, retention, and performance of their workforce.

To support the delivery of A Healthier Wales, 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, private and voluntary provider services as well as regulators, professional bodies and education providers.

## ENGAGING STAKEHOLDERS IN THE DEVELOPMENT OF THE STRATEGY

In Wales we have a 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.

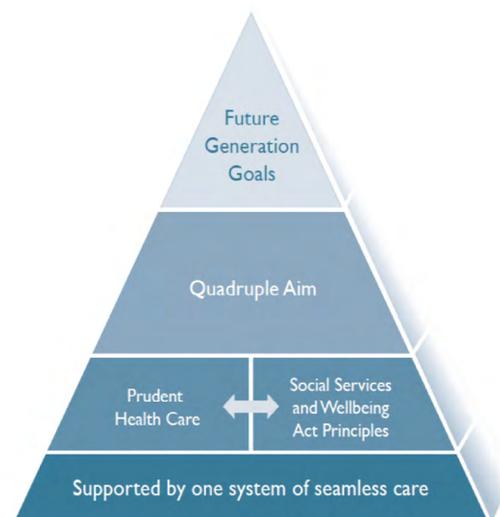
Following an extensive programme of engagement with over 1,000 people and organisations - including patients, private and voluntary providers, universities, staff representatives and professional bodies, volunteers and carers - who have an interest in the health and social care workforce across Wales, a consultation document was issued in the summer of 2019.

200 formal responses to this were received, with the overwhelming majority in favour of the ambition and approach we proposed. These responses, together with consultation from people with protected characteristics and an integrated approach to equality impact assessment; reviews of recent literature, good practice and innovation, workforce intelligence, workforce trends and the workforce implications of national legislation and policy, have assisted us in shaping this strategy.

This strategy sets out the vision and the seven key themes that will contribute to the delivery an inclusive, engaged, sustainable and flexible workforce in health and social care by 2030. A set of 32 actions have been identified and these will drive the

implementation of the strategy in the first 3 years. We plan to review the actions every 3 years, to renew and refresh the strategy.

We recognise that to achieve the vision and ambition of this strategy, we all need to work together. We recognise the vital importance and value of our workforce and this strategy and the supporting implementation plans, which will be developed next, encompasses all of the people who provide services to individuals who receive health, social care and support services.



## THE CASE FOR CHANGE

The Parliamentary Review and A Healthier Wales, set out a compelling case for change in emphasising that the current pattern of health and social care was not fit for the future. [The Kings Fund](#) has identified key areas affecting future service delivery, highlighting the impact of growing and changing need, more working age people living with complex conditions, increasing public expectations, the potential impact of Brexit, advances in digital and medical technologies including genomics, and the challenges of securing our future workforce.

While these challenges are laid out in the Parliamentary Review, it also recognises that there is the potential and desire in Wales to improve health and wellbeing through a high quality health and social care system. Key to the Parliamentary Review and A Healthier Wales, was the Quadruple Aim which set out four interdependent goals.

- a) Improve population health and wellbeing through a focus on prevention;
- b) Improve the experience and quality of care for individuals and families;
- c) Enrich the wellbeing, capability and engagement of the health and social care workforce; and
- d) Increase the value achieved from funding of health and care through improvement, innovation, use of best practice, and eliminating waste.

The clear focus on improving the wellbeing, inclusion, capability and engagement of the health and social care workforce is at the forefront of this strategy. The evidence is clear that better staff experience contributes to a culture of compassionate care, and results in better care for the people we serve. This strategy will therefore provide an important foundation for improvements in quality and safety.

A Healthier Wales clearly maps out the journey for the next 10 years in terms of system transformation to meet the growing demand and to meet the needs of the people of Wales. It describes the ambition to bring health and social care services together, to deliver a seamlessly co-ordinated approach from different providers. It reinforces the need to strengthen and expand services in primary and community settings, and commits to the development of a National Clinical Plan. It is clear that our health

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and social care services will be changing dramatically over the next 10 years and consequently our workforce needs to be flexible and agile so that we can respond. We need to transform the way we attract, train, continually develop and support our workforce through a culture of compassionate and inclusive leadership with a focus on wellbeing at the core.

This means we will need to better understand the shape and supply of our workforce, including the ability to deliver our health and care in the Welsh language. We will need to transform the way we work, by expanding existing roles, developing new roles, building skills and capability in areas we have not done so previously and embrace new technology in delivering our services.

This compelling case for change was tested out through wide and comprehensive engagement across health and social care in Wales. During our engagement phase, we heard from over 1,000 people who told us unequivocally that the health and wellbeing of the workforce, with an emphasis on culture, inclusion and leadership, was of the utmost importance.

We also heard consistently that the differences in terms and conditions, particularly in the lower paid areas are a significant issue, not just between health and social care, but between the range of social care providers in the 22 local authorities, and between professional groups in the NHS. We also heard much in relation to workload, with significant deficits being reported in key areas and the need for new workforce models, more training and digital solutions to improve the way we work.

The engagement phase shaped our consultation document, which gathered a further 200 formal responses and in turn has informed the content of this strategy.

This strategy sets the future direction for the health and social care workforce in the next ten years. It sets out the fundamental building blocks needed to address the opportunities and challenges facing the workforce and to align efforts across the health and social care system. It is not intended to give specific details in relation to single professions or roles, but a clear set of themes and succinct actions which will inform the subsequent implementation plans.

Some of what is proposed in this strategy is already underway, as issues have been recognised and positive action taken. For example, leadership actions commenced in February 2019. Some of the actions we propose in this strategy are radical, but there is also a need to build on current practice and to do some of the things we currently do, much better. This strategy brings everything together so we don't lose this good work and progress but build on it using a once for Wales approach.

Central to the delivery of this strategy is the requirement for true collaboration and partnership at all levels. Everyone will have a role in shaping and delivering implementation plans that take us closer towards the ambitions of this workforce strategy and meet the challenges laid out to us in the extensive engagement and consultation processes. This includes better alignment and integration across professional boundaries which too often get in the way of doing the right thing for the people at the centre of our service.



# The Ambition

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## THE AMBITION

Our ambition is that we will have a motivated, engaged and valued, health and social care workforce, with the capacity, competence and confidence to meet the needs of the people of Wales. Specifically, this means that;

- We will have a workforce with the right values, behaviours, knowledge, skills and confidence to deliver evidence based care, and support people's wellbeing as close to home as possible;
- We will have a workforce in sufficient numbers to be able to deliver responsive health and social care that meets the needs of the people of Wales;
- We will have a workforce that is reflective of the population's diversity, Welsh language and cultural identity, and
- We will have a workforce that feels valued and is valued.

We will achieve these ambitions through the implementation plans which will be developed in partnership with staff and stakeholders and will be delivered at local, regional and national levels as appropriate.

## THE SEVEN THEMES

This strategy is underpinned by seven key themes which have been shaped by the engagement and consultation we undertook. A series of implementation plans will be developed to take forward specific actions to realise the ambition and deliver the strategy.

THEME	DESCRIPTOR
1. An Engaged, Motivated and Healthy Workforce	By 2030, the health and social care workforce will feel valued, fairly rewarded and supported wherever they work.
2. Attraction and Recruitment	By 2030, health and social care will be well established as a strong and recognisable brand and the sector of choice for our future workforce.
3. Seamless Workforce Models	By 2030, multi-professional and multi-agency workforce models will be the norm.
4. Building a Digitally Ready Workforce	By 2030, the digital and technological capabilities of the workforce will be well developed and in widespread use to optimise the way we work, to help us deliver the best possible care for people.
5. Excellent Education and Learning	By 2030, the investment in education and learning for health and social care professionals will deliver the skills and capabilities needed to meet the future needs of people in Wales.
6. Leadership and Succession	By 2030, leaders in the health and social care system will display collective and compassionate leadership.
7. Workforce Supply and Shape	By 2030, we will have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population.

## FUNDAMENTAL PRINCIPLES

This Workforce Strategy has taken the opportunity to be brave and bold in embedding equitable opportunities for its workforce and embracing the recommendations laid out in *Is Wales Fairer?* We expect to see the fundamental principles of wellbeing of the workforce, Welsh language, and inclusion being woven through all of the implementation plans.

### WELLBEING

Earlier in this document we demonstrated that there is an increasing and compelling body of evidence linking wellbeing, capability and engagement of the health and social care workforce to improved outcomes for the people to whom we provide health, care and support. We will ensure that our workforce is treated fairly and recognised for the contribution they make. We want our workforce to be happy, healthy and supported, so that they in turn support the wellbeing of the people in their care.

This strategy will support the development of a culture of wellbeing, mutual respect and improvement. It is essential that this is reflected in strategic and consistent arrangements across Wales for commissioning the private and voluntary provider services.

### WELSH LANGUAGE

The strategy will build on the foundations of the [Wellbeing of Future Generations Act](#) (2015), and [Cymraeg 2050: A million Welsh speakers](#) to create an engaged, healthy, flexible, responsive and sustainable workforce for the future that is reflective of Wales' diverse population, Welsh language and cultural identity. The legislative framework relating to the use and delivery of services in the Welsh language that we are working within, will drive the embedding of the Welsh language into the care and support we provide.

Evidence of better clinical outcomes, and outcomes for people accessing care and support, highlights the vital importance we place on the delivery of health and social care in the language of Wales.

Our aim will be to understand, anticipate and plan to meet the Welsh language needs of health and social care students, our workforce and ultimately patients and people in receipt of care and support across Wales as we move forward.

Supporting our workforce to deliver care using the Welsh language where needed, is a fundamental principle which must underpin every area of this Workforce Strategy.

### INCLUSION

Creating a culture of true inclusion, fairness and equity across our workforce will be at the heart of this strategy and reflective of the Welsh Government's Strategic Equality Objectives and included in strategic equality plans. There is clear evidence of

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deepening poverty and growing gaps in experience and opportunities for people born into different socio-economic backgrounds and protected characteristics and to ensure equity and fairness, co-production with those most affected will be at the core of the implementation of this strategy.

This will be taken forward through all seven themes of this strategy, with strong compassionate inclusive leadership ensuring a clear focus on engaging and addressing inequalities for people from differing socio-economic circumstances, including those who share the same protected characteristics and those who do not.



**Our  
Current  
Workforce**

## OUR CURRENT WORKFORCE

Our health and social care workforce is the largest in the economy of Wales. Over 180,000 people, the majority of whom are female, are employed in more than 350 different types of roles across health and social care, and together with volunteers and carers, our workforce hugely impacts on the social, cultural and economic prosperity of Wales.

Both [Health](#) and [Social Care](#) collect workforce information routinely. These documents are available as annexes to this strategy. Currently this information is collected in different ways, and direct comparison across health and social care is difficult for example *Is Wales Fairer?* states that “there are clear data gaps in Wales which make it difficult to understand the experiences of people sharing protected characteristics.” However, there are opportunities to build on this at local, regional and national level, to inform future plans. We have made this a key action of the strategy which will be progressed with urgency.

In NHS Wales, between 2009 and 2019 the workforce increased by nearly 8,000 people (9%) and is now over 92,000. Currently 41% of the workforce is part time, which has increased by 2% since 2009. Out of the total female workforce, 48% work part time, and out of the male workforce, 15% work part time.

[The Economic Value of the Adult Social Care sector - Wales](#) estimates that there are 83,400 jobs in adult social care alone in 2016, an estimated 6% of the working population of Wales. In addition, it is estimated that there are 7,100 jobs in children services across all social care provision in Wales.

Nearly 3,900 social workers were employed in local authorities at the end of March 2018, an increase of 275 since 2014. 21% of all social workers were employed on a part time basis in 2018 compared to 20% in 2014. In 2018, 83% of social workers working in social services departments were female. This has remained similar since the data collection began in 2009. 8% (326) of whole time equivalent social worker posts were vacant at 31 March 2018, compared to 5% (212) in 2014.

It is estimated that 53,000 staff currently work for commissioned care providers in Wales, the vast majority of whom are female (83%), and 29% of this workforce are over 50 years old. 11,900 work for local authority regulated services where 87% are female and 48% of the workforce are over 50 years old.

The NHS workforce overall is aging. In 2009, 29% of the workforce were over the age of 50, but 10 years later, this has risen to nearly 40%. The same is true for a number of staff groups, especially Nursing & Midwifery, which has increased from 25% to 37%. The staff group with the highest age profile and the group that has seen the largest shift is Estates and Ancillary from 44% to 58%.

The Social Care Wales register of social workers shows that the majority (51%) are aged 45 or over which is the same as in 2014. 22% are aged 55 or over compared to 21% in 2014. In April 2018, 66% of all male social workers employed in local authority social services were aged 45 or over, compared to 48% in the female social worker workforce, the same as in 2017 and slightly higher than in 2014 when it was 65%. 31% of all male social workers were aged 55 or over, compared to 20% of all female social workers.

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Again, this age profile for male and female social workers has changed little in recent years.

Our expenditure on agency workers is increasing across both health and social care. Between 2010/11 and 2018/19 financial years, NHS Wales' agency spend has increased from £50 million to £143 million. The staff group that has seen the largest increase in agency spend is Nursing and Midwifery. Recruitment is difficult in certain professions including medicine, domiciliary care, social work and nursing. The use of agency workers to fill vacant posts continues across social services in Wales with adult services having 2% of its posts filled with agency and children services 4%.

We recognise that we need to improve our understanding of our workforce, not only nationally but regionally and locally. We will need to develop analytical methods and sophisticated modelling techniques to support workforce planning, development and productivity across health and social care. Some of the fundamental steps we will need to take will be to agree standardised data sets, develop a shared understanding of workforce data and jointly develop reporting arrangements, so that we turn our information into robust intelligence that will underpin decisions relating to our workforce. This is one of the reasons why we have included specific actions in Theme 7.

It will be important to measure the impact and success of this workforce strategy as our workforce changes over the forthcoming decade. Better workforce information and intelligence will support us to measure changes and trends, to enable us to better plan and react to these changes.

Development of meaningful measures at local, regional and national level will not only help us to monitor the changes but will help and support the required changes going forward.

Better workforce information systems will also help us gather the views of the workforce, in relation to their wellbeing and engagement and their ability to identify, contribute to and inform the changes to the delivery of health and social care, to ensure that we are delivering our ambition to have a motivated, engaged and valued health and social care workforce, with the capacity, confidence and competence to meet the needs of the people of Wales.



# Actions

## ACTIONS

### STRATEGIC THEME ONE - AN ENGAGED, MOTIVATED AND HEALTHY WORKFORCE



An Engaged,  
Motivated &  
Healthy  
Workforce

#### OUR AMBITION

By 2030, the health and social care workforce will feel valued and supported wherever they work.

#### WHY WE ARE DOING THIS

We often say that our health and social care workforce is our biggest and most precious asset in delivering high quality health and social care. However, in too many cases our feedback from staff suggests that they do not feel valued and supported. This can lead to a lack of engagement and motivation and can impact on attendance and turnover which ultimately impacts on quality of care for the people at the centre of our services.

We need to change this and ensure that health and social care is a great place to work, and for our staff to be the best advertisement for this. So, we need some fundamental building blocks to be put in place to drive a concerted, proactive and evidence based approach to this.

All of the themes make a contribution to this ambition of valuing, supporting and retaining our staff. In this theme we are focusing on what we can do from an employment perspective to achieve this, including:

- Healthy working arrangements and environments;
- Exemplar employment practices with a clear focus on equality and diversity, employee voice and collective representation;
- Work life balance;
- Fair rewards and recognition, including addressing pay gaps across the protected characteristics;
- Flexible career opportunities to meet changing needs.

To deliver this vision we will:

<p><b>Action 1</b></p>	<p>Introduce a Health and Wellbeing Framework across the health and social care workforce setting clear and measurable standards to help drive improvement.</p> <p><i>This will be co-produced with employers, trade unions, staff and students, including groups from protected characteristics and based on exemplary practice from other sectors.</i></p>
<p><b>Action 2</b></p>	<p>Introduce a ‘Staff Governance’ Framework setting out expectations for both employers and employees to drive positive employee experience and improved quality.</p> <p><i>This is based on the <a href="#">model in place in Scotland</a> which enshrines social partnership and is underpinned by legislation. It will represent a system of corporate accountability for a fair and just culture and effective management of all staff. It will encompass a range of key areas including information and communication, Welsh language, training and development, partnership approaches, equality and diversity, health and wellbeing, and holding people to account. This doesn't just include the statutory sector but is reflected through commissioning arrangements with the private and voluntary providers. The staff governance framework will be developed in partnership with professional and staff organisations, and it will drive all policies that affect the workforce.</i></p>
<p><b>Action 3</b></p>	<p>Work towards fair reward and recognition across the health and social care workforce.</p> <p><i>This will take account of the <a href="#">Report of the Fair Work Commission (2019)</a> and <a href="#">Is Wales Fairer? (2018)</a>.</i></p>
<p><b>Action 4</b></p>	<p>Implement a consistent approach to monitoring and measuring employee experience through health and social care staff surveys.</p> <p><i>This will include an ongoing engagement index score that enables us to capture staff experience across different settings, professional groups and protected characteristics.</i></p>
<p><b>Action 5</b></p>	<p>Incorporate a set of workforce wellbeing and engagement measures in the performance framework for organisations, and the broader health and social care system.</p> <p><i>This should include quality of leadership, staff engagement, bullying and harassment.</i></p>

## STRATEGIC THEME TWO - ATTRACTION AND RECRUITMENT



Attraction & Recruitment

### OUR AMBITION

By 2030, health and social care will be well established as a strong and recognisable brand and the sector of choice for our future workforce.

### WHY WE ARE DOING THIS

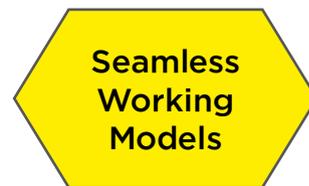
We are experiencing shortages in many occupations and professional groups in many services and settings. Whilst there are a wide range of roles available that suit a diverse range of skills and interests, the public focus traditionally has been on just a small number of roles - the social worker, the nurse, the doctor. We need to increase our efforts in how we market and promote the hundreds of roles - and therefore opportunities available - at local, national or international level.

We need to be proactive in targeting specific shortages and in helping and supporting staff who want a change in career and direction. We need to reach out to children, and young people beyond our traditional paths to help shape their career choices and open access to the many people in our communities that have valuable skills and experience currently underrepresented in our workforce. We also need to make sure that the process for recruiting people is underpinned by our values and is as smooth and efficient as possible, reinforcing our reputation as an excellent place to work right from the start.

To deliver this vision we will:

<b>Action 6</b>	<p>Establish a National Careers Service for health and social care which promotes all roles and reaches out to all parts of the community and workforce.</p> <p><i>This will be a bilingual service which will build on current approaches and be supported by a comprehensive marketing campaign and single branding for the full range of occupations, professions and roles across health and social care.</i></p>
<b>Action 7</b>	<p>Review and develop targeted schemes for</p> <ul style="list-style-type: none"><li>a) significant shortages in professional and occupational groups and hard to recruit areas including medicine, domiciliary care, social work and nursing (linked to action 31)</li><li>b) under-represented groups</li></ul> <p><i>This will include identified protected characteristics including Welsh language considerations, rural and remote areas, incentives, bursaries and international recruitment.</i></p>
<b>Action 8</b>	<p>Implement a modern values based bi-lingual recruitment approach for all health and social care staff.</p> <p><i>This will be based on best practice and supported digitally with recognition of socio-economic impacts to ensure a streamlined, speedy, efficient, smooth, accessible, inclusive recruitment approach and excellent experience for new employees.</i></p>

## STRATEGIC THEME THREE – SEAMLESS WORKFORCE MODELS



### OUR AMBITION

By 2030, multi-professional and multi-agency workforce models will be the norm.

### WHY WE ARE DOING THIS

Future service models will increasingly be based on the concept of “what matters to me”, which shifts the focus from what professionals think to what the person at the centre of our service needs, in line with prudent healthcare and sustainable social services principles. This co-productive approach relies on excellent team work between members of the multi-professional team but sometimes professional and occupational boundaries can get in the way of doing the right thing. This can be a particular problem when a person has complex needs requiring the unique and valuable contribution of a number of health and social care professionals.

A lack of seamless working can result in gaps and duplication of care, which at best wastes resource and at worst can lead to harm. The statutory sector is not always the best solution to meeting an individual’s needs, and engagement with private and voluntary provider services, volunteers as well as carers, leads to much greater benefit for the individual such as social prescribing and collaboration. Person-centred care is also a driver for extended skills and advanced practice, ensuring that, where appropriate, health and social care professionals can work at the ‘top of their license/competence.’ To optimise this there should be a consistent approach across professional groups, not limited by socio-economic circumstances.

We want to translate the good practice and innovation in the development of integrated and seamless workforce models which are at the heart of A Healthier Wales, into a sustainable and mainstream approach.

Fragmented approaches in terms of regulation can also get in the way of seamless working, although sometimes the problems are more perceived than real.

To deliver this vision we will:

<b>Action 9</b>	Develop a multi-professional workforce plan to support implementation of the new primary and community care workforce model (Strategic Programme for Primary Care).  <i>This will encompass the education and training needed to sustain innovation and improvement in primary care, as well as the development of improved workforce intelligence, modelling and implementing cross sector competence frameworks.</i>
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<p><b>Action 10</b></p>	<p>Develop a multi-professional workforce plan to support implementation of Together for Mental Health.</p> <p><i>This will encompass all age ranges and protected characteristics aligning with the models of care and standards of service needed in the future. This will also take account of the roles of private and voluntary provider services, volunteers and carers as well as statutory services.</i></p>
<p><b>Action 11</b></p>	<p>Translate the workforce models being developed through Regional Partnership Boards into a good practice guide for integrated working.</p> <p><i>This will draw on the innovation being developed at local level and accelerate the transformation process by ensuring it leads to fundamental and sustainable changes in the workforce. This will include private and voluntary provider services, volunteers and carers.</i></p>
<p><b>Action 12</b></p>	<p>Develop a clear competence and capabilities framework for extended skills and advanced practice across professional groups.</p> <p><i>This will support staff to have more flexible career pathways and will support organisations to have a clearer understanding of what they can expect from each level of practice. This will, in turn, allow recognition of the contribution of each staff group, and in bringing together multi-disciplinary teams, reduce constraints by historic protocols or prescriptions for practice.</i></p>
<p><b>Action 13</b></p>	<p>Implement a values based, common induction programme for all of our workforce who deliver health and social care in primary and community settings.</p> <p><i>This will be based on the results of the current pilot in the Hywel Dda area and will be made accessible to private and voluntary provider services, volunteers and carers where appropriate.</i></p>
<p><b>Action 14</b></p>	<p>Work with partners to harmonise governance, regulation and registration arrangements to facilitate multi-professional working.</p> <p><i>One of the key priorities will include the support workforce, considering statutory registration mechanisms for current non-registered, or voluntary registered staff. It will also be important to influence the regulation agenda at a UK level, alongside the other nations, to encourage a more streamlined and unified approach in the future across the Health Professions Regulators and Social Care Wales as a Social Care Regulatory body.</i></p>

## STRATEGIC THEME FOUR – BUILDING A DIGITALLY READY WORKFORCE



### OUR AMBITION

By 2030, the digital and technological capabilities of the workforce will be well developed and in widespread use to optimise the way we work, to help us deliver the best possible care for people.

### WHY WE ARE DOING THIS

There is a mismatch between the pace of digital and technological change and our ability to implement and embed them in our everyday work in health and social care. This includes the use of everyday information technology and information management systems as well as genomics, digital medicine, artificial intelligence and robotics. One of the reasons for this is the variable socio-economic circumstances, digital literacy, confidence and capability of our current workforce, and the limited attention we have given this as a system to date.

As well as improving quality of care and extending the boundaries of what we can deliver for people, the optimisation of digital ways of working and new technologies can make an important contribution to changing the nature and efficiency of work. Many of our ways of working are outdated and burdensome resulting in wasted work. This is critical when we consider the extent to which current workload pressures are having a significant impact on our current workforce, and an issue that was identified repeatedly in our engagement process.

The future requirements for the health workforce are articulated in the [Topol Review](#), with transferable messages for social care. This theme highlights the need to raise the profile of digital literacy, skills and capabilities as an integral part of service and digital transformation, and the parallel need to invest in education and organisational development if we are to accelerate the pace of change.

The Topol Review also identifies the need to focus on the development of the digital professional workforce who will be an increasingly essential part of the health and social care workforce. This is being addressed as part of the Welsh Government's Digital Transformation Programme and is not duplicated in this strategy.

To deliver this vision we will:

<b>Action 15</b>	<p>Implement a “Building a Digitally Ready Workforce Programme” focused on enhancing the digital literacy and confidence of the wider health and social care workforce in Wales.</p> <p><i>This will require the development of a digital capabilities framework and will be undertaken on a partnership basis with staff organisations and professional bodies.</i></p>
<b>Action 16</b>	<p>Commission consistent digital aspects as part of all under graduate curricula for health and social care professionals.</p> <p><i>This will align with the previous action so that there is a consistent approach to digital capabilities; with consideration needed in relation to the socio-economic constraints and the physical / learning requirements of all learners.</i></p>
<b>Action 17</b>	<p>Implement a requirement for all digital transformation projects and programmes to include a clear organisational development plan.</p> <p><i>This will require the development of organisational development plans to deliver the cultural change required when integrating digital, workforce and service developments.</i></p>



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## STRATEGIC THEME FIVE - EXCELLENT EDUCATION AND LEARNING



Excellent  
Education  
& Learning

### OUR AMBITION

By 2030, the investment in education and learning for health and social care professionals will deliver the skills and capabilities needed to meet the needs of people in Wales

### WHY WE ARE DOING THIS

The education and training pipeline makes a critical contribution to the supply of our workforce and we need to ensure that we continue to invest in our capacity to train in Wales. As well as increasing the numbers, we need to ensure that the investment delivers value by delivering the kind of education, learning and training that supports future needs and future service models. In particular, we need to maximise the benefits from a graduate workforce with a focus on supporting people to work at the top of their licence/competence.

Much of our education and training has been traditionally delivered in uni-professional or uni-discipline formats, this needs to change to reflect the need for more multi-professional approaches, seamless working and accessibility to those most under-represented in our workforce. We also need to ensure that education and training pathways reflect the needs of volunteers and carers, rural and remote communities where the solution to the workforce challenge is to “grow your own”, requiring more flexibility in delivery and location.

The need for the workforce to have additional skills has also emerged over recent years – the emphasis on care in primary and community settings, the increased focus on prevention and health promotion, quality improvement and research, evidence informed practice, leadership, the commitment to the Welsh language, and digital as described earlier in this document. These need to be embedded in core education not developed as additional skills.

Our approach to Continuous Professional Development (CPD) is fragmented, both in its connection to service need and across professional and occupational groups. This can result in certain occupational and professional groups, both from those who share protected characteristics and those who do not, feeling undervalued, and not having opportunities to develop. In addition, the pressures and challenges facing our education providers are increasing and without a strategic dialogue, we will not be able to plan a sustainable pipeline that produces the right workforce with the right skills.

There is also a need to ensure that high quality placements, supported by mentorship and practice-based assessment, are available to support excellent education and training with protected, identified time to support and enable high quality learning to take place.

To deliver this vision we will:

<p><b>Action 18</b></p>	<p>Work with education providers to ensure education meets the needs of the health and social care system, and includes programmes delivered through the medium of Welsh.</p> <p><i>This will need to include pre-registration programmes, continuing professional development programmes and opportunities to deliver programmes through the Welsh language.</i></p>
<p><b>Action 19</b></p>	<p>Work with education providers to support the workforce to develop and/or improve Welsh language skills.</p> <p><i>This will need to include support for health and social care students and our existing and future workforce to learn Welsh, enhance existing skills and build confidence to use these skills.</i></p>
<p><b>Action 20</b></p>	<p>In partnership with Higher Education Institutions, implement changes to the content of curricula and flexibility of provision for undergraduate programmes to meet future needs and delivery modes, stipulating inter professional education, placement requirements for common competences, and language requirements.</p> <p><i>This will need to reflect skills such as leadership (inclusive of positive action schemes), quality improvement, prevention, co-production, academic and research skills.</i></p>
<p><b>Action 21</b></p>	<p>Continue to invest in increasing the numbers of health and social care professionals who are trained in Wales, with a focus on value.</p> <p><i>This will be informed by the increased sophistication of workforce intelligence, value based investment and underpinned by a clear quality and equality management framework across all professional and occupational groups.</i></p>
<p><b>Action 22</b></p>	<p>Widen access into health and social care careers by developing the work-based learning model.</p> <p><i>This will be designed to support apprenticeships and “grow your own” approaches, especially from under-represented groups and people with disabilities, with more flexible and more local training pathways in health and social care, and opportunities to recognise prior learning and experience.</i></p>
<p><b>Action 23</b></p>	<p>Develop a clear and equitable funding and commissioning model for health and social care education including undergraduate education, apprenticeships and vocational education.</p> <p><i>This will need to take into account views of students, service users, education providers and education commissioners.</i></p>

<b>Action 24</b>	<p>Develop a clear strategy for Continuing Professional Development (CPD) across professional and occupational groups.</p> <p><i>This will increase the proportion of inter-professional learning and consider appropriate funding models. The strategy will need to work towards an equitable approach across professions based on the specific needs of their roles.</i></p>
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## STRATEGIC THEME SIX -LEADERSHIP AND SUCCESSION



Leadership and  
Succession

### OUR AMBITION

By 2030, leaders in the health and social care system will demonstrate collective and compassionate leadership.

### WHY WE ARE DOING THIS

Leadership makes a significant contribution to shaping the culture of organisations and we have already identified that we need to change the culture in health and social care. This was reinforced heavily in the engagement and consultation that we have undertaken where glass ceilings and inequalities were highlighted. We know that leadership has a critical impact on staff experience and in turn this has a direct impact on the experience of the people at the centre of our service, so leadership also affects quality. Compassionate leadership drives compassionate care.

Too often “leadership” has been equated with a few individuals in senior positions, when in reality leadership is needed at all levels and across protected characteristics, in all services and settings. Our approach to leadership development needs to reflect this, by being accessible to all leaders in the system, as well as better preparing individuals for the privileged leadership positions that exist at Board level.

We also need leaders who can work effectively with other sectors and organisations, through distributed and shared leadership that goes beyond organisational boundaries, as role models of public leaders in Wales, and delivering their contribution to the prosperity of Wales and the ethos of one public service.

With leadership comes accountability, and this will be achieved through creating cultures that promote inclusion, justice and fairness, manageable and safe workloads, clear goals and performance management, and a focus on learning and continuous quality improvement.

To deliver this vision we will:

<b>Action 25</b>	<p>Develop a strategy to frame a consistent approach to compassionate leadership in health and social care in Wales.</p> <p><i>This will articulate clear expectations and actions for leadership across the system. This is linked with the actions in Theme 1 in particular, where people's protected characteristics, physical and mental wellbeing are maximised and in which choices and behaviours that benefit future health and wellbeing are understood.</i></p>
<b>Action 26</b>	<p>Establish an accessible range of leadership development resources and programmes for individuals and organisations.</p> <p><i>This will be supported through a digital portal and other accessible formats; hosting leadership resources, signposting to local and national leadership opportunities including positive action schemes, supporting social networking and promoting experiential learning opportunities. We will develop a range of inclusive leadership implementation and assessment tools to support organisations embed the leadership strategy.</i></p>
<b>Action 27</b>	<p>Develop a talent management pipeline for leadership roles.</p> <p><i>This will be supported by core role descriptions, inclusive access to appropriate development programmes opportunities and alumni networks.</i></p>

## STRATEGIC THEME SEVEN - WORKFORCE SUPPLY AND SHAPE



Workforce  
Supply &  
Shape

### OUR AMBITION

By 2030, we will have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population.

### WHY WE ARE DOING THIS

As we have noted earlier in the strategy, there are significant shortages in some professions, services and skills. This has consequences for service delivery, quality of care, staff experience and escalating costs.

The actions described in relation to the other themes will all have a positive impact on these gaps during the course of this strategy, moving towards a more sustainable position. However, there is also a need for further workforce modernisation, new roles and extended skills, supported by the improvement of workforce intelligence and workforce planning skills. This includes the development of appropriate efficiency and productivity measures that help facilitate benchmarking and demonstrate value as our workforce shape continues to change.

The development of a National Clinical Plan and Regional Partnership Board Transformation Plans in support of the delivery of A Healthier Wales, also have the potential to affect the shape of the workforce and this will need to be kept under review as the plans develop.

In the meantime, there are some critical areas that require an urgent and intensive focus in the short term to accelerate solutions that support safe staffing arrangements.

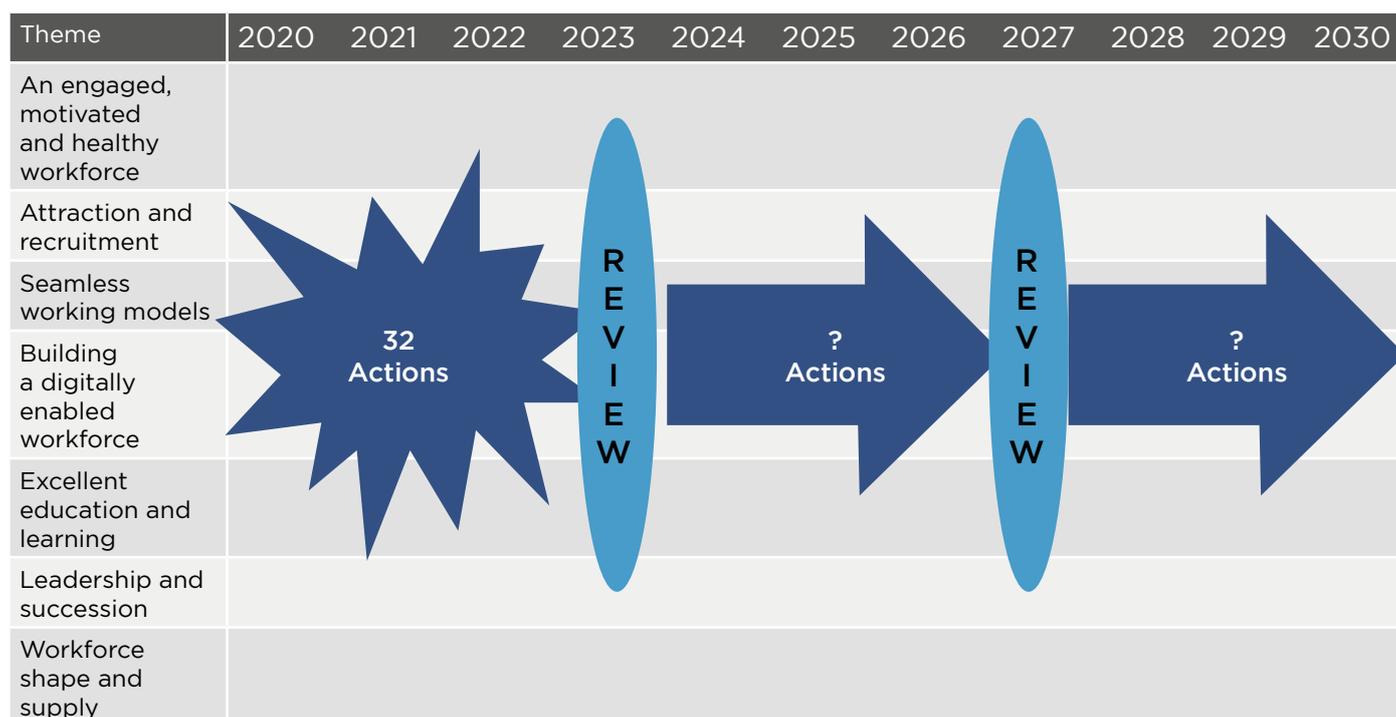
To deliver this vision we will:

<p><b>Action 28</b></p>	<p>Create a centre of excellence for workforce intelligence for health and social care in Wales.</p> <p><i>This will use high quality standardised data sets, analytical methods and sophisticated modelling techniques to support workforce planning, development and productivity. This will facilitate benchmarking and opportunities to improve efficiency.</i></p>
<p><b>Action 29</b></p>	<p>Build capacity and capability in workforce planning and development across health and social care, underpinned by a standardised, methodology.</p> <p><i>This will be based on a six step inclusive methodology for workforce planning across health and social care.</i></p>
<p><b>Action 30</b></p>	<p>Develop workforce planning guidance for Welsh language skills identification and development in the health and social care workforce.</p> <p><i>This will be used to implement the Welsh language Skills Strategy and inform our workforce supply.</i></p>
<p><b>Action 31</b></p>	<p>Develop workforce plans for key professional and occupational groups, in the first instance;</p> <ul style="list-style-type: none"> <li>• Nursing</li> <li>• Domiciliary care</li> <li>• Social Work</li> <li>• Medicine</li> </ul> <p><i>These plans will bring together the actions described in the other themes to focus specifically on short to medium term improvements in these shortage areas and maximise opportunities to engage under represented groups. The plans will be built on a review of what we need from these roles in the future, rather than focusing on what these roles have been in the past. These plans will reflect guidance and standards on inclusivity, quality and safety, efficiency and productivity.</i></p>
<p><b>Action 32</b></p>	<p>Commission a programme of work to understand the contribution of volunteers and carers to inform future workforce plans.</p> <p><i>This will help us to understand the volume and shape of this workforce so that we can plan our workforce more effectively and support them in their roles. We will work with the Third Sector Support Wales and others to develop the potential of volunteering to support health and care in Wales through programmes such as Helpforce.</i></p>



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## IMPLEMENTATION OF THIS STRATEGY



This workforce strategy sets the direction and ambition for the delivery of an engaged, motivated and valued health and social care workforce, with the capacity, competence and confidence to meet the needs of the people of Wales. We will achieve our vision through a series of implementation plans which will be co-produced in partnership with staff, stakeholders and social partners, to deliver the actions identified in this strategy, and ensure these plans are appropriately reflected in how services are planned, managed and commissioned.

These 32 actions will be taken forward in the first 3 years of the strategy, although some actions will take longer than others to deliver in full. The strategy will be reviewed at least every 3 years alongside its Integrated Equality Impact Assessment, so that adjustments can be made, and further actions identified to ensure this strategy remains live and valid.

Many of the actions will inform the future plans of HEIW and SCW. Some of the actions identified will be taken forward on a national level, and there are also actions that will need to be taken forward on regional and local levels.

The final implementation process and launch of this strategy will be agreed with Welsh Government.

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## ACKNOWLEDGEMENTS

We would like to thank all who contributed to the engagement and consultation stages during 2019, for their valuable contribution to the development of this strategy.

We look forward to your continued contribution to the development of the supporting implementation plans and in the realisation of the ambition of this strategy.

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Technical Document - Consultation Summary  
Integrated Equality Impact Assessment 2019

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Gofal Cymdeithasol **Cymru**  
Social Care **Wales**



GIG  
CYMRU  
NHS  
WALES

Addysg a Gwella Iechyd  
Cymru (AaGIC)

Health Education and  
Improvement Wales (HEIW)



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