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Together We Care

A Framework for the development
of the Medical Workforce in Wales



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Together We Care

Together We Care is intended to be a dynamic and flexible framework for NHS Wales organisations that will evolve over time. It sets out a number of principles and the ambition for the development of the medical workforce in Wales that encompasses all elements of a doctor’s career, from undergraduate through to consultant, GP, SAS and medical education/research posts.

Specifically, it is intended that the framework will identify key priorities for NHS Wales organisations for the development of the medical workforce. These are set out in detail for the short term (up to two years) together with some indication of additional aims in the medium term (up to five years) and the long term (seven years and beyond).

The enablers (aims into action) identified in the framework are not intended to be set in stone. They will be refreshed annually to

“Doctors alone amongst healthcare professionals must be capable of regularly taking ultimate responsibility for difficult decisions in situations of clinical complexity and uncertainty, drawing on their scientific knowledge and well developed clinical judgement.

The doctor’s role must be defined by what is in the best interest of patients and of the population served.”

<http://nhsemployers.org/~media/Employers/Documents/Plan/The Role of the Doctor Consensus statement.pdf>



ensure that they remain meaningful, reflect the needs of the NHS in Wales and support doctors to work effectively in line with NHS Wales Core Principles and the four domains of Good Medical Practice (GMC):

- Knowledge, skills and performance;
- Safety & quality;
- Communication, partnership and team work; and
- Maintaining trust.

This framework has been developed in the context of NHS Wales’ approach to health and social care strategy, including the establishment of Health Education and Improvement Wales in 2018. It is recognised that the Parliamentary Review into health and social care will inform the further development of this framework.

The framework also includes a focus on strategies that encourage young people from Wales and beyond to consider a career in medicine in Wales.

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Why we need the Framework

The context for the development of this framework is one of increasing demand, where patients are living longer, many are better informed and where there are rapid changes in technologies and challenges in supply (including shortage medical specialties).

Our vision for the NHS in Wales is the delivery of an integrated health and social care model where patients are actively engaged in planning for a different future. We need to work closely with communities to develop a social model of health:

- **Where Individual circumstances are a powerful influence on critical outcome.**
- **We consider the whole person and there are no discussions without the patient.**
- **We continually ask the question; Can I do something – should I do something?**



So, we need a radical rethink; everyone must think and act differently – doctors, managers, patients and other health and social care professionals.

We need to plan for the workforce we already employ, as well as for new doctors qualifying. This framework sets out what doctors can expect from training and working in NHS Wales, throughout their whole careers, and what is expected of them.

It is the intention of this framework to set out those actions which NHS Wales organisations need to take with relevant stakeholders, in order to support the medical workforce to lead, adapt, inspire and aspire to deliver changing services over the next decade.

"Doctors as clinical scientists apply the principles and procedures of medicine to prevent, diagnose, care for and treat patients with illness, disease and injury to maintain physical and mental health. They supervise the implementation of care and treatment plans by others in the health care team and conduct medical education and research."

GMC Good Medical Practice.

"CARING FOR PATIENTS – CARING FOR OUR COLLEAGUES – CARING FOR OURSELVES."

"TREAT PATIENTS TODAY – TRAIN AND LEAD FOR TOMORROW."



Development of the Framework

In 2014 the All Wales Strategic Medical Workforce Group was formed with the agreement of NHS Wales Chief Executives. One of the key objectives of the group was the development of a medical workforce strategy. In order to develop this it was agreed that there would be a period of engagement with all interested parties, but in particular the medical workforce of Wales.

Three engagement events were held in North, West and South Wales with a range of participants, including: junior doctors, SAS doctors, GPs, Consultants from health boards and trusts, Welsh Government, primary care, Royal Colleges, BMA, Wales Deanery, universities, other health professionals and many others. These events focussed on identifying the challenges now and envisioning a shared future. Colleagues have been invited to continue the conversation via email and social media.

A feedback report from each event was shared with participants.



Visual methods were used to engage and capture participants' feedback, which informed the design of this Medical Workforce Framework.





INTRODUCTION

Defining our priorities with the NHS Wales workforce

USING TWITTER #ASMWG AND VISUAL FACILITATION TO INVOLVE PEOPLE IN CONVERSATIONS BOTH ONLINE & AT THE EVENTS





Key themes

During the engagement process colleagues contributed innovative ideas and invaluable insights on the current and future medical workforce of Wales. Eight overarching key themes were identified and within these, short, medium and long term enablers (aims into action). These themes were developed with the medical workforce and interested parties, and we hope that this will result in people taking ownership and supporting implementation and real change, to start creating a committed, empowered and sustainable workforce of the future, now.

- Theme 1:** Care with and around the patient
- Theme 2:** An engaged and empowered medical workforce
- Theme 3:** Digital health and social care
- Theme 4:** Dynamic leadership
- Theme 5:** Excellent medical education and ongoing development
- Theme 6:** A transformed and sustainable medical workforce
- Theme 7:** Career promotion and widening access
- Theme 8:** Innovative multi-disciplinary team working

The above themes align with and are underpinned by the NHS Wales Core Principles (Page 17), for example;

We Put Patients and Users of Our Service First: *Theme 1* - Care with and around the patient seeks to support doctors to provide the best care for patients, working with them to provide for their needs.

We Value All Who Work for the NHS: *Theme 2* - An engaged and empowered medical workforce seeks to engage with doctors to support them to lead, ensuring that they are developed and feel valued.



"Good doctors work in partnership with patients and respect their rights to privacy and dignity. They treat each patient as an individual. They do their best to make sure all patients receive good care and treatment that will support them to live as well as possible, whatever their illness or disability."
GMC Good Medical Practice.

"The active and positive contribution of doctors within their normal working roles to maintaining and enhancing the performance of the organisation which itself recognises this commitment in supporting and encouraging high quality care."
Medical Engagement Scale, Professor Peter Sturgeon



THEME 1

1. Care with and around the patient

Doctors have a responsibility to deploy resources effectively and efficiently to ensure that services are sustainable. Doctors will be supported to lead the development of new and innovative models of integrated and collaborative care which include:

- Social models of health and wellbeing which allow time to speak to patients and understand their preferences.
- Working across boundaries with the right balance between specialist and generalist, hospital and community.
- The development of clusters and the critical GP role.
- Accessibility of knowledge and advice, not moving the patient.
- Collective responsibility for the continuity of care of patients.
- Understanding the patients' world.
- Leading and maximising the contribution of the MDT and not being deployed on work others can do.

"A GOOD MEDICAL WORKFORCE IS ONE THAT IS ABLE TO RESPOND FLEXIBLY TO THE NEEDS OF THE PATIENT."

"TOGETHER WE CAN MAKE A HUGE DIFFERENCE."

"PUTTING THE PATIENT AT THE CENTRE."

ENABLERS (AIMS INTO ACTION)

Short term (by 2019)

- Develop leadership skills and roles in service transformation
- Highlight and spread best practice in developing service models
- Improve links between undergraduate and postgraduate medical education to provide a consistent and coherent message of excellence in service delivery

Medium term (by 2022)

- Position Wales to influence the UK agreed training curricula in order to meet the needs of the population
- Develop inter-professional learning opportunities within the workplace

Long term (2024 and beyond)

- Wherever possible moving medical expertise not the patients
- Develop person centred care, where actively empowered patients understand their role in their own care





THEME 2

2. An engaged and empowered medical workforce

Developing a culture that supports holistic medical care and co-production and a valued and empowered medical workforce that is fully engaged in leading innovation and improvement by:

- Harnessing and nurturing the good will and flexibility that exists.
- Supporting engagement across all areas of work including rural practice.
- Supporting the adoption of best practice.
- Providing effective appraisal for all doctors.
- Developing a supportive culture which is open about mistakes and learns from them.
- Developing a shared vision.
- Avoiding silo working and professional protectionism.
- Providing clinical and managerial challenge together with holistic staff support.

Overall, ensuring doctors feel valued and in turn demonstrate that other staff are valued, leading to a fulfilled, motivated and happy medical workforce.

"PLEASE TELL US WHEN WE ARE DOING A GOOD JOB!"

"TALK TO ME ABOUT THE FUTURE AND WHAT I'D LIKE TO DO SO THAT I FEEL EMPOWERED."

ENABLERS (AIMS INTO ACTION)

Short term (by 2019)

- Building consideration of efficient use of resources into regular job planning
- Ensure that the SAS Doctors Charter is fully embedded in organisations across NHS Wales
- Develop organisation actions to address outcomes of Medical Engagement Scale, NHS Wales Staff Survey and SAS Doctors and Dentists WG Listening Exercise
- Organisations to review and address issues arising from GMC Student Surveys
- Feedback positive results, identify quick wins and communicate back to the workforce to improve morale and develop the case for change

Medium term (by 2022)

- Provide supportive pastoral care network to support the doctors through challenging times in their careers - "Wales cares about you"
- Implement regular (annual) measure of levels of engagement

Long term (2024 and beyond)

- Delivering a culture of learning and collaborative approach to evaluation and adoption of best medical practice



THEME 3

3. Digital health and social care

Doctors will be enabled to lead and support the adoption of a “digital first” approach to the design and delivery of services to promote flexible, digitally enabled service and workforce models. This will include:

- Building IT skills that enable the medical workforce to work effectively within a digitally enabled environment.
- Creating and adopting a “digital first” culture.
- Developing an infrastructure that supports doctors to work differently (e.g. wireless networks, mobile working, remote access).
- Supporting effective clinical decision support tools via digital platforms.
- Supporting data capture (input once, use many times in clinical care, research and audit activities).
- Maximising the benefits of standardised digital healthcare user interfaces within All Wales software.
- Fully maximising the benefits of existing digital tools to improve service delivery through safe, secure information sharing which support access to expert clinical advice.

“A ‘Once for Wales’ approach will create a solid platform for common standards and interoperability between systems and access to structured, electronic records in all care settings to join up and co-ordinate care for service users, patients and carers.”

A Digital Health & Social Care Strategy for Wales, 2015

ENABLERS (AIMS INTO ACTION)

Short term (by 2019)

- Communicate the Digital Strategy to the medical workforce and engage them in the benefits and opportunities arising
- Support the implementation of virtual clinics where appropriate
- Embed digital working within undergraduate and postgraduate curricula and CPD
- Share best practice and new models of smarter working across the “Once for Wales” digital network

Medium term (by 2022)

- Develop a plan for skills needed for the next 10 years (equipping, skilling and preparing doctors to adapt)
- Ensure the whole medical workforce has skills to fully maximise digital working

Long term (2024 and beyond)

- Support retention of doctors via creating opportunities to work flexibly and remotely as part of retention strategies
- Services are designed to support patients and carers to make best use of digital technologies



THEME 4

4. Dynamic leadership

NHS Wales organisations will create an environment where leadership is actively valued. Developing a medical leadership model for Wales, where doctors at all levels are empowered to develop service vision, drive change and where:

- Leadership behaviours are valued and supported, including time for leadership.
- Shared leadership is developed (not just for those who are in formal leadership roles).
- Leadership roles are developed and supported in general practice.
- Good role models exist across all diverse parts of the medical workforce.
- Accessibility to, and opportunities for, leadership roles for all diverse parts of the medical workforce, with active support to address any imbalance.
- Actively innovate, adapt and reduce inappropriate variation whilst being mindful of the appropriate evidence base.



ENABLERS (AIMS INTO ACTION)

Short term (by 2019)

- Develop baseline understanding of the current distribution of leadership roles against the diversity of the medical workforce
- Address succession planning to nurture leaders of the future
- Undertake baseline audit of leadership roles in primary care e.g. cluster leads
- Continue to support the Welsh Leadership Fellowship schemes

Medium term (by 2022)

- Promote a culture of empowered leadership that supports positive change and encourages 'followership' where people are able to contribute in a collaborative environment
- Support continuous improvement to be rewarded in ways that matter to the individuals involved

Long term (2024 and beyond)

- Succession planning for identified leaders and for clinical leadership development is in place
- Tracking the careers of leaders to ensure diversity and that our doctors are supported to lead



THEME 5

5. Excellent medical education and ongoing development

In Wales, we will provide excellent and accessible medical education and ongoing development across the entire medical career pathway which will:

- Ensure that learning supports the developing social model of health and supports service needs now and in the future.
- Provide learning opportunities that are equally accessible to all.
- Provide a supportive learning environment, conducive to good outcomes, the delivery of GMC standards and the Royal Colleges' curricula, that enhances the reputation of Wales as a place to train.
- Value and support doctors in training across North, West, South and Mid Wales.
- Engage trainees in career choices that support training in generalism, flexible training, primary care and rural areas.
- Develop understanding of the contribution of the range of disciplines outside of health e.g. Social Services, Housing.
- Deliver a training infrastructure for Wales enhanced by co-ordinated academic and leadership career pathways.
- Encourage translational research (inter-disciplinary experience, resources and techniques) and academic excellence.

"64% OF NEW CCT HOLDERS TRAINED IN WALES TAKE UP CONSULTANT POSTS IN WALES."

"THE SERVICE NEEDS TO DRIVE WHAT [MEDICAL] EDUCATION LOOKS LIKE."

ENABLERS (AIMS INTO ACTION)

Short term (by 2019)

- Ensure that all organisations across Wales fully implement and support the Education Contract
- Engage with UK organisations to support the essential links required for excellent training in Wales
- Develop actions to support widening access to undergraduate medical education
- Integrate and promote the continuous improvement development framework into clinical practice
- Use models of education delivery that are proven to lead to increased recruitment in hard pressed areas
- Develop plans to improve accommodation for doctors in training in Wales

Medium term (by 2022)

- Promote a culture of empowered leadership that supports positive change
- Support continuous professional development for all doctors at all levels and specialities including opportunities to develop the SAS medical workforce

Long term (2024 and beyond)

- All NHS organisations to have specific education and training performance indicators to which they are held accountable
- Value and reward diversity in training, experience and innovation (fully supported for all in the medical education pathway from pre medical school to senior medics)





THEME 6

6. A transformed and sustainable medical workforce

Ensuring Wales has a supply of doctors to meet demand and the developing service vision. This will include:

- Developing a robust understanding of supply and demand of the entire medical workforce including undergraduate and academic medicine.
- Providing a Wales offer that has a clear and distinct brand that promotes Wales as an attractive place to train, work and live.
- Providing attractive rotations, career development and excellent training experience.
- Imaginative incentives for hard to recruit specialties and regions.
- Recognition that Wales operates within a national and international labour market for doctors.
- Jobs with a high degree of autonomy and good work-life balance.
- Celebration of clinical best practice to promote Wales.
- Retention strategies for all parts and levels of the medical workforce.

"The medical profession is mobile & international and has to find ways to attract good staff from the UK and the wider world."

Academy of Medical Royal Colleges Wales December 2016

ENABLERS (AIMS INTO ACTION)

Short term (by 2019)

- Ensure medical jobs are designed to meet the needs and aspirations of doctors at all stages of their careers
- Promote the "Wales offer" for medical staff
- Work to revise the funding of doctors training posts in Wales to provide flexibility and agility to support medical workforce planning
- Explore the potential to implement a single employer for junior doctors in NHS Wales

Medium term (by 2022)

- Ensure there is an on-going professional co-ordinated marketing campaign across NHS Wales
- Maintain focus on actively marketing and promoting Wales
- Continue to develop whole system medical workforce planning and work to integrate into planning for the rest of the workforce
- If agreed, provide a single employer for all junior doctors in Wales

Long term (2024 and beyond)

- Continuously review the Wales offer to ensure that it is attractive and relevant within the UK and internationally
- Ensure the medical schools' output is sufficient to meet the workforce needs of Wales
- Ensure training rotas in all education providers meet the requirements of the Education Contract





THEME 7

7. Career promotion and widening access

The medical workforce needs to reflect the community it serves, for example, lower socio economic groups are currently under represented. Therefore, there is a need for organisations to address this by:

- Developing a proactive approach to support access to work experience.
- Identifying and supporting doctors to become role models to promote medical careers to their local communities and NHS Wales.
- Promoting diversity by developing an understanding of aspirations and barriers.
- Increasing outreach and early promotion of studying medicine into Welsh Schools at an early age (pupils and parents/guardians).
- Finding ways to actively encourage and prepare students from diverse backgrounds for a career in medicine.
- Promoting careers in general practice and other shortage specialties.
- Utilising resources and knowledge developed by the NHS Wales Careers Network and other stakeholders.

"WE ARE WORKING WITH SIXTH FORMERS TO SUPPORT THEM IN PREPARING THEIR UNIVERSITY APPLICATIONS SO THAT WE INCREASE THE NUMBERS OF LOCAL APPLICANTS SECURING A PLACE AT MEDICAL SCHOOL AND IN PARTICULAR THE NUMBER FROM LESS ADVANTAGED BACKGROUNDS."

"WE NEED TO CHALLENGE THE PERCEPTIONS ABOUT WHO CAN BECOME A DOCTOR [IN SCHOOLS]."

ENABLERS (AIMS INTO ACTION)

Short term (by 2019)

- Complete the Widening Access and Medical Sustainability work and report to CEOs
- Extend NHS Wales Careers Network to incorporate a range of stakeholders in medical education
- Ensure that a range of medical careers information and resources are available utilising a variety of formats and media

Medium term (by 2022)

- Work with schools to develop knowledge of medical careers among teaching staff
- Maximise the opportunities afforded by the Welsh Baccalaureate scheme to focus on medicine

Long term (2024 and beyond)

- Ensure that medical careers are an integral part of NHS Wales ongoing careers strategy





THEME 8

8. Innovative multi-disciplinary team working

NHS Wales is committed to developing doctors as strong, innovative leaders of multi-disciplinary teams and working across organisational boundaries. This will include:

- Focussed induction into new multi-disciplinary team roles (particularly in primary care).
- Supporting the development of effective team working through evidence based organisation development facilitation and support.
- Promoting knowledge and understanding of potential for extended roles in other professions.
- Doctors leading teams in innovation and service development.
- Effectively integrating Physicians Associates and others into the multi-disciplinary team.



"THE TEAM NEEDS TO BE INCLUSIVE."

"AN INTEGRATED, PATIENT FOCUSED, TEAM APPROACH."

ENABLERS (AIMS INTO ACTION)

Short term (by 2019)

- Ensure a range of learning opportunities to develop and enhance team working skills
- Scope out all medical development programmes in each of the organisations
- Identify Inter-professional learning opportunities within the workplace

Medium term (by 2022)

- Establish a Wales Medical Leadership Programme in collaboration with an HEI in Wales to provide high quality cutting edge learning including team working
- Exploring scope for training across professions
- Doctors participation in organisations' development programmes for the development of evidence based team working
- Develop a culture of innovation by:
 - Promoting innovation events
 - Providing innovation awards
 - Engaging with industry to transform healthcare provision

Long term (2024 and beyond)

- Create a culture of shared responsibility across organisations



This framework has been developed with a range of stakeholders including NHS Wales, Welsh Government, the Wales Deanery and the BMA. It will be necessary for relevant parties to lead and support the delivery of the identified actions, for example, issues relating to policy will be led by Welsh Government whilst other actions will be for delivery by health boards and trusts, the Wales Deanery and other organisations across Wales.

The framework will, therefore, be supported by a detailed implementation plan which will be regularly

monitored and reviewed by the All Wales Strategic Medical Workforce Group, which is comprised of a wide range of representatives.

The framework will become a chapter of the NHS Wales 10 year workforce strategy to be developed by Welsh Government and will be reviewed regularly to ensure that it remains current within the strategic context of NHS Wales and is integrated into the action plans of NHS Wales organisations, including Health Education and Improvement Wales.



1 We put our patients and users of our services first

We work with the public and patients/ service users through co-production, doing only what is needed, no more, no less and trying to avoid harm. We are honest, open, empathetic and compassionate. We ensure quality and safety above all else by providing the best care at all times.

2 We seek to improve our care

We care for those with the greatest health need first, making the most effective use of all skills and resources and constantly seeking to fit the care and services we provide to users' needs. We integrate improvement into everyday working, by being open to change in all that we do, which also reduces harm and waste.

3 We focus on wellbeing and prevention

We strive to improve health and remove inequities by working together with the people of Wales so as to ensure their wellbeing now and in future years and generations.

4 We reflect on our experiences and learn

We invest in our learning and development. We make decisions that benefit patients and users of our services by appropriate use of the tools, systems and environments which enable us to work competently, safely and effectively. We actively innovate, adapt and reduce inappropriate variation whilst being mindful of the appropriate evidence base to guide us.

5 We work in partnership and as a team

We work with individuals including patients, colleagues, and other organisations; taking pride in all that we do, valuing and respecting each other, being honest and open and listening to the contribution of others. We aim to resolve disagreements effectively and promptly and we have a zero tolerance of bullying or victimisation of any patient, service user or member of staff.

6 We value all who work for the NHS

We support all our colleagues in doing the jobs they have agreed to do. We will regularly ask about what they need to do their work better and seek to provide the facilities they need to excel in the care they give. We will listen to our colleagues and act on their feedback and concerns.