



Llywodraeth Cymru
Welsh Government

Strategic Vision for Nursing and Midwifery

2025 – 2030

Leading change through excellence,
innovation, and empowered practice.



“Shaped by the voices of nurses, midwives, service users, and stakeholders, **this vision sets out how the professions will lead, innovate, influence, and strive for excellence at every level of the health and care system.**”

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Sue Tranka

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Foreword

“This is a call to unite the professions, inspire change, and build a future where **quality of care is excellent, communities thrive, and both people and planet flourish.**”



This Strategic Vision outlines an ambitious five-year path that unites the professions, empowers action, and showcases their transformative impact across the health and care system.

Shaped by the voices of nurses, midwives, service users, and stakeholders, it defines how the professions will lead, innovate, and influence at every level.

Driven by six transformative themes—workforce empowerment, leadership, excellence, population-focused care, innovation, and global partnerships — the vision promotes action, strengthens professional identity, and embeds sustainability in practice.

This is a call to unite the professions, inspire change, and build a future where quality of care is excellent, communities thrive, and both people and the planet flourish.

I expect all nurses, midwives, system leaders, and partner organisations across Wales to embrace this vision and apply its principles in practice. Using implementation science, organisations will plan, deliver, and evaluate changes to ensure consistent, measurable innovation, sustainability, and excellence. This includes applying evidence, monitoring outcomes, refining interventions, and scaling successful practices.

For the public and patients, this vision promises inclusive, safer, more compassionate, person-centred care delivered by a confident, skilled, and empowered workforce. Communities will benefit from co-production, equitable access, preventative approaches, and innovative care models, with accountability and sustainability guiding every decision.

The vision provides clear direction through defined themes, statements, and priorities, which will inform detailed work plans outlining actions, responsibilities, and milestones. These plans will translate the vision into tangible outcomes, underpinned by transparency and openness in how we work. They will clearly set out the delivery mechanisms and partnerships needed to achieve measurable, shared impact across the system.

To support this, I will convene summits led by Executive Nursing Directors for each theme, supported by my Deputy and the Nursing Officers from my team. These forums will identify key issues, share learning, and guide focused work to drive progress across Wales.

AI, genomics, and precision nursing will feature strongly across our summits, reflecting the evolving science and technology shaping modern practice. All summits will be underpinned by the economic value of nursing, demonstrated through strengthened collective clinical leadership and evidence of impact.

By committing to this vision, the professions will lead transformative change, strengthen identity, and embed excellence throughout Wales' health and care system. Through inclusive practice and role modelling, they will champion equity, compassion, and authenticity. Together, we will co-create a future where care is consistently outstanding, communities flourish, and Wales is globally recognised for nursing and midwifery leadership and impact.

This vision belongs to every nurse and midwife, wherever they work, across all sectors and settings, uniting the professions through shared purpose and ambition.

“Nurses and midwives in Wales are respected globally for their **leadership, innovation, and excellence** in the consistent delivery of **safe, compassionate, person-centred care** that transforms lives, communities, and the health of the planet.”

The nursing and midwifery professions are at the heart of healthcare systems, providing essential care, support, and advocacy for individuals, families, and communities. This strategic vision sets the direction, priorities and ambitions for these professions, ensuring they continue to meet the evolving needs of society, adapt to the changing healthcare landscapes and uphold the highest standards of practice.

This Vision aligns to “A Healthier Wales”, the 10-year Health and Care strategy where our ambition is for a whole system approach to health and social care which focuses on keeping people well by anticipating their health needs, preventing illness, and reducing the impacts of poor health. In 2024, the policy actions under A Healthier Wales were refreshed and the overarching six themes set out in this Strategic Vision align with the revised themes and its actions, to support person-centred, sustainable, high quality and safe care with a diverse workforce at its heart.

This vision also recognises the need to deliver services and care bilingually, recognising the critical role of the workforce in supporting the Welsh language and delivery of the Active Offer and providing person-centred care for people who speak Welsh. This includes providing services in Welsh without someone having to ask, creating a culture where services proactively offer care in Welsh.

The purpose of the strategic vision is to establish a clear roadmap for the future, guiding workforce development, professional practice, leadership and innovation. It aims to enhance the quality of care, promote patient safety and foster a culture of continuous improvement and career-long learning within the professions.

Bringing the vision to life: Our Guiding Principles

The Strategic Vision is underpinned by guiding principles, each describing how nursing and midwifery will lead, deliver and transform care in Wales and beyond. These principles provide a foundation for action, influence and innovation, articulating the professional ambition, leadership and capability required to realise the vision over the next five years:



A **Shared Professional Ambition** and five-year direction for how the professions will lead, deliver and transform health and care to meet the needs of the population in Wales. It's grounded in collective purpose, values and a strong foundation for influence.

Flexible and Adaptive Framework which creates an agile foundation that enables nurses and midwives to lead and embrace change, drive improvement and maintain cohesion, ensuring the professions remain influential, forward-looking and environmentally conscious, in a rapidly evolving health and care system.

Clarity of Direction which provides a compelling, coherent narrative that positions nursing and midwifery at the forefront of health and care transformation. This will give the professions and stakeholders a clear sense of purpose, priority and direction, including a commitment to sustainable practice.

We are guided by the principle that our developments are **co-produced** with, and continually shaped by, the voices, involvement and experiences of people and stakeholders. This approach empowers individuals and communities to actively participate and influence decision-making at every level, ensuring their insights and aspirations directly influence our priorities, actions, and the future of nursing and midwifery in Wales.

Alignment with Welsh national workforce plans to equip the nursing and midwifery **Workforce with the Skills, Capacity and Capability** essential to achieve the vision, whilst fostering safe, sustainable, flexible and inclusive working environments.

Strategic Alignment and Influence ensuring the professions are central to national priorities, making clear that delivering key health and care strategies depends on their leadership, expertise and influence, including embedding sustainability and environmental responsibility across care systems.

Encouraging Leadership, Engagement and Ownership at every level, from students and early career professionals to senior and executive leaders, with recognition of the profound impact nurses and midwives have on lives, communities and the planet.

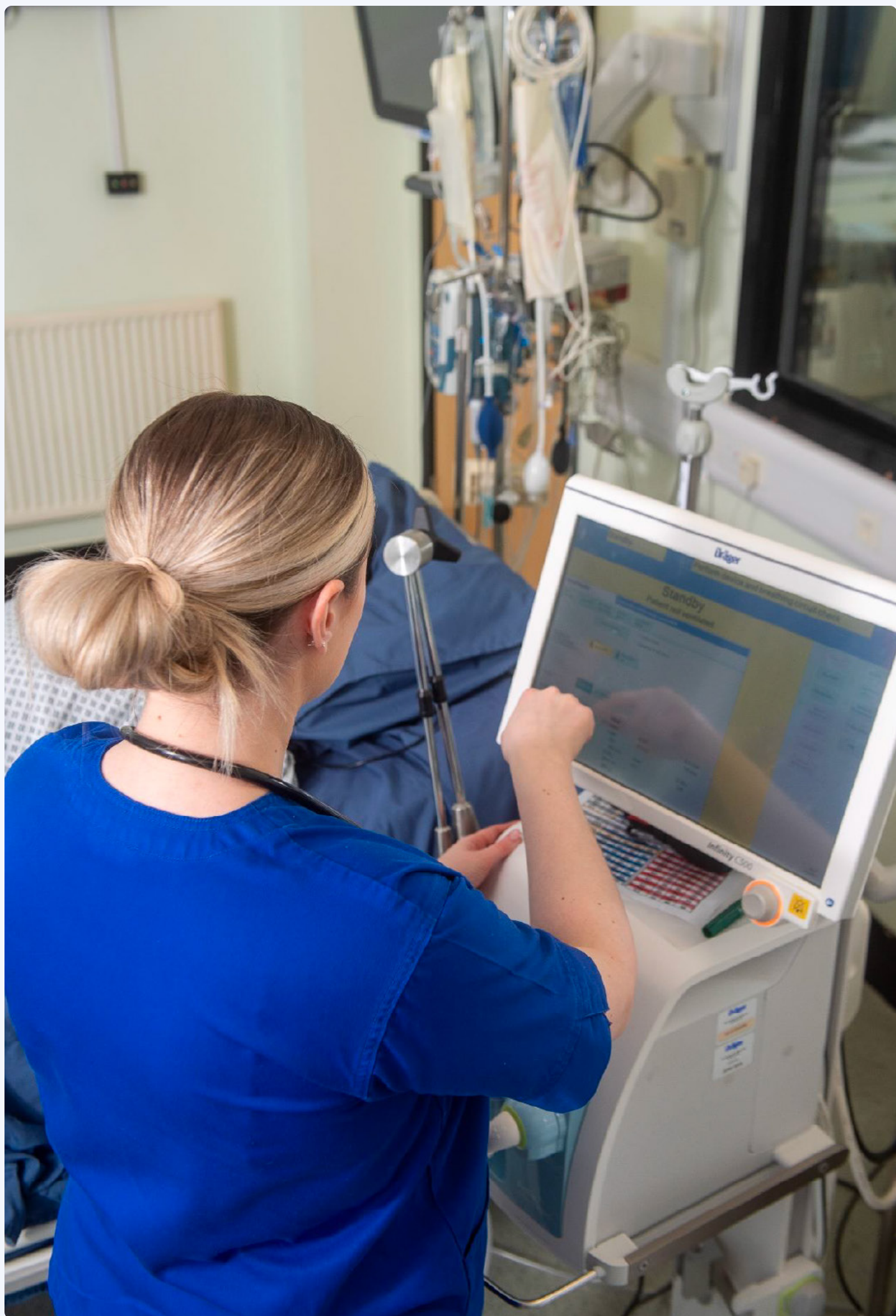
The Vision Themes

These following six themes form the foundation of Wales' Strategic Vision for nursing and midwifery. They have been shaped through extensive consultation with nurses, midwives, stakeholders and service users and reflect what matters most to the professions and the people they care for. The themes capture both the ambition of nurses and midwives and the practical steps required to achieve transformative, sustainable care over the next five years.

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Each theme highlights a critical area where the professions will lead, innovate, and influence outcomes: from workforce development and leadership to education, population-focused care, innovation and global partnerships.

Together, they provide a coherent framework that guides action, strengthens professional identity and inspires the professions to consistently deliver safe, compassionate, person-centred care for individuals, communities and the planet.



01.

Valued, Respected and Empowered Workforce



In 2030, nurses and midwives are recognised for their excellence and are supported to lead, innovate, and grow across diverse careers. Compassionate, holistic care thrives in environments that prioritise wellbeing, safety, quality, inclusion, collaboration, lifelong learning, and excellence in care.

How we will achieve this:

Retain and recruit staff through wellbeing initiatives, flexible deployment and modern working models supporting portfolio careers.

Prioritising the health and wellbeing of nurses and midwives is essential to delivering safe, person-centred care and enabling them to be positive role models for the people of Wales.

Foster a culture which respects diversity, inclusivity and generational differences.

Support professional development through structured and diverse opportunities.

Strengthen cross-sector collaboration and align workforce development with local population needs, emerging care models that promote health, and shift care closer to the home, together with the opportunities of digital and technological innovation.

Embed holistic, person-centred care as a core component of quality, safety and professional fulfilment.

Foster psychologically safe environments through preceptorship, restorative clinical supervision and strong team cohesion.

Promote environmentally sustainable practices across care settings, recognising the impact of healthcare on communities and the planet.

02.

Empowered Leadership and Professional Identity



In 2030, nurses and midwives lead confidently with purpose at every level, shaping policy, influencing decision-making and driving systemic reform. Their expertise, voice and societal impact are recognised and celebrated, ensuring the professions are central to health and care transformation.

How we will achieve this:

Strengthen clinical and system leadership across all roles and settings, empowering professionals to own and be proud of their space, taking the initiative and driving excellence in care and outcomes.

Build inclusive leadership pipelines reflecting the diversity of communities.

Own and uphold governance and professional standards across all service models, demonstrating accountability, openness, honesty and excellence to build trust and ensure safe, high-quality care.

Institutionalise meaningful co-production across all services, with mechanisms to ensure patient, family and community voices are sought, acted upon and shape policy, practice and service design.

Advance equality, social justice and anti-discriminatory practice.

Lead with purpose and build a culture where the Welsh language thrives as a natural part of everyday working life.

Promote sustainability-minded leadership, encouraging decisions which balance quality care with environmental responsibility.

03.

Expertise through Education, Research and Data



In 2030, nurses and midwives lead through evidence, research and innovation. Career-long learning is embedded in practice, enabling professional growth, deepening specialism, informing data-driven decision-making which improves care outcomes.

How we will achieve this:

Delivery of research-active, evidence-driven practice across all roles through implementation of the [Priority Action Plan 2025](#).

Strengthen education, development and career pathways in partnership with key stakeholders, professional leaders and sector partners.

Leverage real-time data and evidence to drive high-impact improvements in care quality, safety and patient and population outcomes.

Integrate sustainability and climate-awareness into education, research and practice – see [Delivering sustainable healthcare: position statement](#) on GOV.WALES

04.

Population-Focused and Preventative Care



In 2030, nurses and midwives deliver excellent, equitable, person-centred care across the life course, prioritising prevention, early intervention and tailored approaches. They champion community wellbeing, lead health promotion and advance population health, tackling racial and other inequalities and promoting inclusive, proactive care.

How we will achieve this:

Tackle health inequalities using intersectional and inclusive approaches.

Embed social models of health and preventative interventions across the life course.

Strengthen partnerships with statutory, third sector, voluntary and community organisations.

Ensure inclusive access for underserved, under-represented and vulnerable populations.

Support the provision of person-centred and safe care by considering the language and communication needs of the person, in line with [Mwy na geiriau / More than just words](#) and the [All Wales Accessible Communication and Information Standards](#) in healthcare.

Incorporate environmental determinants of health into population-focused strategies.

05.

Innovation in Care and Workforce Models



In 2030, nurses and midwives drive transformation, implementing agile, multi-professional models that maximise expertise, embed digital and technological fluency and improve outcomes. Innovation is embraced across workforce and care delivery, ensuring the ethical use of new technologies to enhance safety, equity, and trust. Through this, services remain responsive, effective, and sustainable.

How we will achieve this:

Implement agile, multi-professional care models aligned to community and individual needs.

Advance digital and technological fluency, innovation, and transformation across the workforce.

Integrate health and social care services to improve efficiency and outcomes.

Champion system redesign and value-based care, emphasising prevention and community focus.

Adopt environmentally sustainable practices and design care models that reduce ecological impact.

06.

Global Leadership and Partnerships



In 2030, Wales' nursing and midwifery professions contribute internationally, sharing expertise, shaping policy and driving global health solutions.

By showcasing innovation and collaborating globally, the professions strengthen Wales' reputation as a leader in healthcare excellence and sustainable practice.

How we will achieve this:

Enhance Wales' presence in global health and leadership within nursing and midwifery.

Share and learn from international innovations in education, policy and practice.

Promote sustainable, ethical workforce practices in international collaboration.

Showcase Wales' innovations through publishing, partnerships and global presence.

Influence the global health agenda to prioritise sustainability and climate-conscious healthcare.

Methodology

The themes for the CNO five-year strategic vision have been developed iteratively, initially shaped through a review of evidence, insight, and strategic alignment, before being tested and refined through wide-ranging stakeholder engagement. This work builds on the strong foundations of the CNO priorities for 2022–2024 which continue to evolve in response to the changing health and care landscape in Wales and beyond.

Our approach has been grounded in:

Welsh Government priorities set out through the Programme for Government and wider ministerial commitments, particularly around health inequalities, early years, mental health, prevention, and sustainability.

The Cabinet Secretary for Health and Social Care stated priorities, ensuring our vision supports broader system goals and public service reform.

The evolving professional and policy context, including recent reports and position statements from professional regulators such as the Nursing and Midwifery Council (NMC), and the growing focus on professional leadership, safety, and scope of practice.

Ongoing analysis of nursing and midwifery workforce trends, challenges, and innovations, drawing on national workforce data, HEIW and NHS Wales Performance and Improvement planning frameworks, and insights from employers, educators, and service users.

A review of press and media narratives, reflecting the experiences of the nursing/midwifery workforce during and since the pandemic, rising demand, the impact of cost-of-living pressures, and public perceptions of the profession.

Lessons from strategic and policy developments across the UK and globally, ensuring our vision remains outward-looking, forward-facing, and informed by international best practice.

The Strategic Vision has been shaped through extensive consultation with nurses, midwives, stakeholders and service users, reflecting what matters most to the professions and the people they care for.

Hands-on workshops and in-depth interviews were conducted to collaboratively build ideas through hundreds of conversations. Social listening and a digital survey generated thousands of data points to quantify insights from the workforce and all stakeholders.

Based on these findings and insights, a clear set of recommendations for strategy development and vision production were provided, with themes capturing both the ambition of nursing and midwifery and the practical steps required to achieve transformative, sustainable care over the next five years.

Each theme highlights a critical area where the professions will lead, innovate, and influence outcomes: from workforce development and leadership to education, population-focused care, innovation, and global partnerships. Together, they provide a coherent framework that guides action, strengthens professional identity and inspires the professions to consistently deliver safe, compassionate, person-centred care for every individual, community and the planet.

We will work collaboratively with nurses and midwives across NHS Wales, including nursing and midwifery leaders and academic partners across the UK and internationally, to advance this strategic vision, delivering outcomes with a local, national and global impact.

Next Steps

This Strategic Vision will be underpinned by a work plan for each theme with clear actions, milestones and responsibilities to ensure what the professions and stakeholders have told us will translate into practice. This will mean improved care for patients and their families and better working practices for nurses and midwives.

Over the coming months, summits will be convened for each of the themes. Each will be led by an Executive Director of Nursing and supported by one of the Nursing Officers in CNO Office, providing an opportunity for nurses and midwives at every level to help shape and steer the work required to meet the challenging requirements of this Vision.

The Chief Nursing Officer wants nurses and midwives to engage in this process, to be bold and sign up to securing rather than affecting the improvements required to ensure the nursing and midwifery professions in Wales are recognised both in the UK and globally for their innovation, collaborative working, leadership, and compassionate care.

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