

Allied Health Professionals Strategy update

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Who are the AHP at Royal Papworth Hospital?

- Occupational Therapists
- Dietitians
- Physiotherapists
- Speech and Language Therapists
- ODP
- Radiographers
- AHP in alternative roles
- Cardiac Rehab
- Social Work/Discharge Planning/Safeguarding
- Chaplains



National
AHP



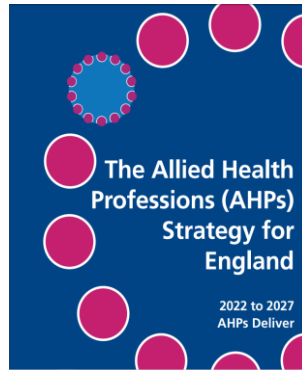
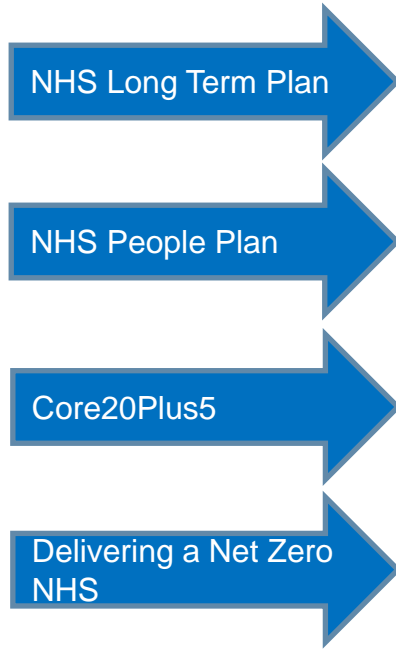
Honorary
RPH AHP



**3rd largest
clinical
workforce**

The Strategic Context

NHS Policy → National AHP and Trust Strategy → Royal Papworth AHP Strategy



Ambition: Strengthen AHP Leadership

To develop our AHP workforce through promotion of AHP leadership and access to quality learning

Priority areas 2021/2022	Outcomes	2022/2023 Priorities
Develop leadership pathways <ul style="list-style-type: none"> AHP Leadership Structure Divisional AHP Engagement 	Chief AHP post- now substantive Deputy Chief AHP post- fixed term pilot AHP Consultant post- fixed term pilot AHP Business Support Manager – now substantive Divisional collaboration for establishment review AHP slots established in divisional meetings	AHPs right Skills, Right Place Right Time Critical Care Transformation Programme AHP Leadership Utilisation of ACP AHP graduates
Empower AHP leaders <ul style="list-style-type: none"> Leadership training at all levels 	AHP involvement in development of trust values and line manager development programme Support worker leadership training opportunities 4 staff accepted onto line manager training	Improve diversity of AHP workforce and leaders ICS AHP Engagement Active AHP representation at clinical business unit meetings Divisional collaboration in establishment reviews AHP EDI group established

Ambition : Strengthen the AHP voice

AHP will be a unified workforce, represented fairly and consistently across the Trust with a positive and influential profile

Priority areas 2021/2022	Outcomes	2022/2023 Priorities
Representation <ul style="list-style-type: none"> • Within RPH • External to RPH 	Divisional meeting representation AHP governor elected Chief AHP post embedded Research and Development Directorate inclusion C&P Chief AHP council Member East of England council Member Clinical specialty committee representation across teams	ICS AHP Council ICS AHP faculty and subgroup EoE AHP board
Reduce fragmentation <ul style="list-style-type: none"> • Develop AHP community 	AHP Council established AHP Newsletter AHP working groups- Wellbeing/support workers/	Strengthen established groups Recognition of AHP in alternate roles Non medical research Steering group
Increased profile	AHP Awards over 300% more nominations than 2020 Profession days celebrated Social media engagement for recruitment and prof profile	Raising awareness of individual professions' roles and skills

Ambition: Develop and retain the AHP workforce

To develop a sustainable workforce that is fit for purpose and the future

Priority areas 2021/2022	Outcome	2022/2023 Priorities
Promotion of AHP careers	<p>Unregistered AHP working group established</p> <p>Supported County NHS workforce show</p> <p>Fully established OT, SaLT, Cardiac Rehab</p> <p>Radiography reduced vacancy</p> <p>Student placement HEIs reviewed for new catchment area</p> <p>'Day in the life' sessions for AHPs and others to share career journeys</p>	<p>3 x more apprentices (RD, OT, PT)</p> <p>Support Return to Practice recruitment</p> <p>ICS AHP Faculty and subgroup engagement</p> <p>International recruitment of radiographers</p> <p>Dietetic recruitment drive</p> <p>AHP information Officer role in Digital</p>
Career pathway development	<p>2 x HEE AHP workforce funded fixed term posts</p> <p>Baseline AHP ESR workforce cleansed and mapped</p> <p>Apprentices x 2 (Physio and Social Work)</p> <p>Advanced Clinical practice MSC x3</p> <p>Discharge planning role open to HCPC candidates</p> <p>B4 study day open to AHP unregistered staff</p>	<p>Apprentices x 3 (OT, Physio, Radiography)</p> <p>Return to practice recruitment</p> <p>Embedded AHP researcher role</p> <p>More roles open to HCPC registration</p> <p>Celebrate AHPs working in alternative roles</p> <p>AHP engagement in Royal Papworth School</p>
Equality Diversity and inclusivity	<p>AHP Diversity workforce data mapped, benchmarked & reported</p> <p>Reps at each EDI network</p> <p>2 x stepping up programmes supported- both promoted to team lead positions</p> <p>Response to EDI feedback in Radiography- in process</p> <p>3 x AHP Leads accepted on Reciprocal Mentoring programme</p> <p>EDI workstream incorporated into AHP Council</p> <p>National Staff survey Compassionate and inclusive score for PSS 8.2/10</p>	<p>Establish AHP EDI working group to feed into steering committee and AHP council</p> <p>Implementation of change from reciprocal mentoring programme</p> <p>Engagement with System AHP EDI initiatives</p>
Health and wellbeing	<p>AHP Day awards built around Trust values</p> <p>Profession specific days and AHP day celebrated</p> <p>AHP Wellbeing collaborative & monthly workshops established</p> <p>Bi-monthly AHP newsletter developed</p>	<p>Incorporation of Radiography into well being sessions</p> <p>Establish well being initiatives</p>



Ambition : Demonstrate the impact of AHP contribution

To be able to present quantitative and qualitative evidence of the impact that AHP have within the organisation and externally

Priority areas 2021/2022	Outcomes	2022/2023 Priorities
Effective use of staff resources	ESR AHP workforce data cleansed AHP Business Support Manager post collaboratively created Evidenced redeployment of staff to support across divisions	Collaboration of teams for staffing roles Role out AHP Dashboard to other teams Pull banding activity data pre job-planning Benchmarking activity
Evidence AHP clinical and cost effectiveness	AHP activity BI dashboard created for therapies Monthly Staffing effectiveness reporting in PSS CIP Dietetics £3,655 Risks and datix dashboard now created Patient Stories presented to CPAC and Board Friends and Family Feedback consistently >95% in Cardiac and Pulmonary Rehab	Discharge Assurance group QI and CIP project review to improve accountability

Ambition: Deliver excellent quality care every time

All patients will receive cutting edge care of the highest standard from AHP who are well prepared, educated and at the forefront of their fields.

Priority areas 2021/2022	Outcomes	2022/2023 Priorities
Right skills right place right time	Establishment review in cardiology 4NW and CCA leading to safer staffing uplift against known activity- reduced risks related to staffing shortfall	Health inequalities: Supporting equitable access to AHP services Engagement with HEE funding opportunities Forge stronger links with HEI
Research and innovation	AHP research learning forum established Relevant MSc and Prof Doc courses supported across AHPs >20 conference abstracts accepted "Keep your move in the Tube" launched Pilot of Music in OT	Elevate the AHP research and innovation agenda AHP active membership of R&D Directorate Clinical Academic AHP Pathways established
Ensure access to high quality supervision and appraisals	Pulse survey reported 75% AHP had regular supervision with line manager Appraisal Rate in PSS 94% 4 staff accepted on line management course	Increase meaningful supervision and appraisal rates across AHP Line management training



Strengths

Collaboration
ICS and regional
network

Opportunities

Clinical leadership
Partnership working

22/23

Weaknesses

Divisional integration
Data Accuracy

Threats

Cost of living
Attrition of lower
bands