



Shadow Integrated Care System: AHP Strategy (Draft)

Executive Summary

With over 2000 Allied Health Professionals (AHPs) working across services in South Yorkshire and Bassetlaw, the AHP workforce is the third largest staff group across the Shadow Integrated Health and Care System (SYB ICS). The term 'AHP' is a broad one and represents a number of highly skilled staff who work across a broad range of services, often acting as a crucial bridge for patients in their health and care journey.

Given their links across all sectors, AHPs are vital to supporting and achieving the overall ambition of the SYB ICS to give people the best possible start in life, with the support to stay healthy and live well for longer.

We have therefore come together with all partners and a broad cross-section of AHPs to develop the AHP strategy for Health and Care Working Together in South Yorkshire and Bassetlaw (the SYB ICS).

Our strategy describes how the AHP workforce will work collectively to ensure all services – across community, primary and secondary care – are utilising the skills and capability of AHPs in the best possible way to meet the needs of our patients, which in turn, will support the streamlining of services, reduce duplication and variation and provide innovative and integrated solutions for demand in other areas of our health and care system. This will be at both a local (Place) and a regional level.

An AHP Council will be established as an advisory group to drive the aims of improving the health and wellbeing of the region, supporting primary and secondary care, working across boundaries and

“To support an AHP Council or Board at an SYB ICS level”

Sir Andrew Cash OBE



delivering evidence based best practice solutions. The AHP Council, who will link in with the Collaborative Partnership Board of the ICS, will provide valuable perspective and expertise to influence the development of new models of care.

The AHP workforce is a key enabler to support the SYB ICS to achieve its vision and transformation in health and care and it is therefore essential to develop a sustainable AHP workforce plan that will underpin clinical practice, workforce development, education, research and innovation going forwards. This workforce plan will not only look at attracting new members of staff to the region but will also outline how we support our existing staff; utilising their potential and providing continued professional development and extensive career opportunities so that we enable all staff to provide the best possible care, now and in the future.

In terms of next steps, this strategy will be launched in draft on Thursday 26 April 2018 and we will be inviting feedback from all colleagues over the following weeks before it is finalised and the future AHP council takes the work forward. Find out more, or send your comments by Friday 8 June 2018, by contacting: helloworkingtogether@nhs.net

The South Yorkshire and Bassetlaw Integrated Care System Allied Health Professions Strategy: at a glance



AHPs are vital to supporting and achieving the overall ambition of the South Yorkshire and Bassetlaw Integrated Care System to give people the best possible start in life, with the support to stay healthy and live well for longer

Our themes:

VALUE
To promote the AHP workforce as one that is able to deliver value for money providing efficient innovative services through advancing technology and roles that will support the sustainability of the ICS

HEALTH AND WELLBEING
To deliver a person centred approach in all interventions which support individuals physical and mental health prevention and self-care

QUALITY CARE
To provide innovative joined up high quality services across the health and social care community that are responsive and convenient for service users working to the principles of making every contact count

EXCELLENCE THROUGH LEADERSHIP
To recruit, retain and develop a flexible AHP workforce which is committed to continuous improvement and providing excellent services within the South Yorkshire and Bassetlaw Integrated Care System

EDUCATE
To offer quality learning opportunities for students, support workers and qualified colleagues in order to develop an outstanding workforce that can support the objectives of SYAB ICS

Our aims:

- A strengthened AHP profile, influence and involvement at national, ICS, Place and local level
- A robust workforce plan for AHPs within SYB, addressing demand supply and development of the AHP workforce and facilitating more extensive career pathways, continuing professional development, research and innovation potential
- AHPs leading and contributing to transformation of a wide variety of care pathways particularly delivering more integrated services in community settings
- Stronger partnerships across all key stakeholders with integrated structures for AHPs where appropriate
- More consistent and robust evidence that better demonstrates the outcomes value and impact of AHP services for meeting population and provider needs

The AHP strategy for SYB, builds on the work of 'AHPs into Action' (NHS England 2017) to localise:

The impacts of effective and efficient use of AHPs for people and populations:

1. Improve the health and well-being of individuals and populations.
2. Support and provide solutions to general practice and urgent and emergency services to address demand.
3. Support integration, addressing historical service boundaries to reduce duplication and fragmentation
4. Deliver evidence based/informed practice to address unexplained variances in service quality and efficiency

AHP Commitments to the way services are delivered:

1. Commitment to the individual.
2. Commitment to keep care closer to home
3. Commitment to the health and well-being of populations
4. Commitment to care for those who care.

AHP Priorities to meet the challenges of changing care needs:

1. AHPs can lead change
2. AHPs skills can be further developed
3. AHPs evaluate, improve and evidence the impact of their contribution
4. AHPs can utilise information & technology.

Introduction

The Allied Health Professions (AHP) strategy for South Yorkshire and Bassetlaw (SYB) Shadow Integrated Care System (ICS) has been developed for leaders, decision makers and AHPs across the system to understand the impact AHPs can have in addressing the priorities for the Five Year Forward View (FYFV) and the local ICS (more information on which can be found at www.healthandcaretogethersyb.co.uk).

The AHP workforce is the third largest workforce within our Health and Social Care system. Highly skilled and trained support staff are a key part of the AHP workforce which has approximately 2500 registered professionals working across the SYB ICS. 'AHPs into Action' (NHS England 2017) is the national strategy identifying the transformative potential of AHPs to support the Health and Social Care system in England driving the health, wellbeing and care agenda for individuals and populations.

The AHP workforce is a critical component of not only the Health and Social Care system but also other sectors such as education, justice, voluntary sector, leisure services, housing and local government.

The term 'AHP' represents the following professions:

- Art Therapists
- Dietitians
- Drama Therapists
- Music Therapists
- Occupational Therapists
- Operating Department Practitioners
- Orthoptists
- Orthotists and Prosthetists
- Osteopaths
- Paramedics
- Physiotherapists
- Podiatrists
- Speech and Language Therapists
- Radiographers (Diagnostic and Therapeutic).

This strategy has been developed in partnership with Trusts, Senior Leaders within the ICS and AHPs from across South Yorkshire and Bassetlaw. It has included partners who are based within neighbouring ICS/STP areas but whose services interface with those within the SYB ICS. Consultation has also included Clinical Commissioning Groups, Local Authorities, Higher and Further Education Institutes within the region and representatives from the third sector.

The AHP Strategy for the SYB ICS describes how as a collective workforce we will work together to ensure the AHP workforce is utilised, developed and enabled to meet the needs of both the ICS and Place level Accountable Care Partnerships (ACPs).

The newly developed ICS and ACPs provide AHPs with opportunities to work across Health and Care Systems in partnership and collaboration. AHPs can lead care coordination, particularly for patients with multiple comorbidities and are often a crucial bridge for those navigating the health and social care system.

The AHP strategy for SYB, builds on the work of 'AHPs into Action' (NHS England 2017) to localise:

The impacts of effective and efficient use of

“To support and champion the role of AHPs across our ICS/Place Trust building on their experience knowledge and fantastic energy!”

Kathryn Singh CEO RDaSH NHSFT

AHPs for people and populations:

1. Improve the health and well-being of individuals and populations.
2. Support and provide solutions to general practice and urgent and emergency services to address demand.
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To support the development of the AHP strategy for the ICS

Suzanne Rastrick, Chief Allied Health Professions Officer



Background

The SYB ICS includes 25 Health and Social Care partners from across the region, along with Healthwatch, voluntary and third sector organisations.

The goal of the ICS is for everyone in South Yorkshire and Bassetlaw to have a great start in life, supporting them to stay healthy and to live well for longer.

As a wider system, the ICS is underpinned by the work happening in each of our five Places, or Accountable Care Partnerships, of Barnsley, Bassetlaw, Doncaster, Rotherham and Sheffield.

As AHPs we will work together more closely within both Place and the wider ICS to provide care in the right place, at the right time and by the most appropriate staff. To do this we will develop innovative, integrated pathways and delivery models. This will build on the work of the existing partnership working between our acute providers, who as the Working Together Partnership Vanguard, came together to work collaboratively on common issues and goals.

The SYB AHP strategy links with the SYB ICS objectives of improving:

- Care and quality
- Health and wellbeing
- Finance and sustainability

The ICS puts greater emphasis on healthy lives, living well and prevention as being core and central to all that we do. AHPs are in a strong position to deliver on the public health agenda, being present across all care settings with many AHP services having the potential to further develop in primary and community care, to support the mental and physical health of the populations we serve.

Many AHPs provide expertise in rehabilitation from the point of registration and bring a different perspective to the planning and delivery of services. They are uniquely placed to utilise and further maximise their expertise in enabling approaches

through providing rehabilitation, reablement and leadership across health, care and wellbeing services as well as driving integrated care approaches at the point of delivery.

The SYB ICS also has a number of local clinical priorities that will be areas of focus, these include:

- General practice and primary care
- Urgent and emergency care
- Elective and diagnostic services
- Mental health and learning disabilities
- Cancer
- Children's and maternity care
- Spreading best practice and collaborating on support services

AHPs have an intrinsic role within each of these priority areas and in order to ensure clinically effective and sustainable services going forward so it is therefore essential that there is appropriate engagement and involvement of AHPs as new care models are developed.

“To actively link with AHP colleagues across the ICS when considering changes to pathways to ensure equity and encourage joint working”

AHP Council

An AHP Council will be established as an advisory group to drive the AHP strategy for the SYB ICS and to provide a central point of AHP expertise. The Council's key purpose will be to provide a valuable AHP perspective and contribution within pathways to ensure the potential of this diverse group of professions is maximised in transforming health care at local, place and ICS level. It will have a key role in workforce planning and also ensure appropriate AHP representation in relevant ICS work streams. Many AHP professions already have established professional networks within the ICS partnerships and the aim is to build and develop these collaborations within a new SYB ICS AHP council.

The AHP Council is endorsed and supported by the NHS England Chief Allied Health Professions Officer and associated NHSI AHP Leads. The council will be expected to support two-way communication from national to local level. It will facilitate participation in national projects relevant to SYB alongside being a mechanism of sharing outputs of this work to ensure efficient and effective use of AHP resources for people and populations.

The council will nominate appropriate professionals for leading and being involved in key workstreams locally, regionally and nationally.

“To continue to integrate Therapy Services putting our focus on our patients. Always promoting patient centered care”

Our Vision:

In alignment with the South Yorkshire and Bassetlaw ICS ambition:

AHPs across SYB working with our communities and the organisations within the ICS will transform services and develop the workforce to ensure everyone in SYB has a great start in life, supporting them to stay healthy and live well for longer.

Our Aims:

The aims of the AHP strategy for SYB for first two years are:

- To develop a strengthened AHP profile with increased influence and involvement at a national, ICS, Place and local level.
- To develop a robust workforce plan for AHPs within SYB, addressing demand supply and development of the AHP workforce. This will facilitate more extensive career pathways, continuing professional development, research and innovation potential.
- For AHPs to lead and contribute to transformation of care pathways; particularly delivering more integrated services in community settings
- To develop stronger partnerships across all key stakeholders with integrated structures for AHPs where appropriate
- To highlight more consistent and robust evidence that better demonstrates the outcomes value and impact of AHP services for meeting population and provider needs.

Our Themes



VALUE

To promote the AHP workforce as one that is able to deliver value for money providing efficient innovative services through advancing technology and roles that will support the sustainability of the ICS



HEALTH AND WELLBEING

To deliver a person centred approach in all interventions which support individuals physical and mental health prevention and self-care



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EDUCATE

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The Allied Health Professions Workforce

The AHP workforce is a key enabler to support the SYB ICS to achieve its vision and transformation in health and care and it is therefore essential to develop a sustainable AHP workforce plan that will underpin clinical practice, workforce development, education, research and innovation going forwards. Recognising the valuable contribution and developing of the AHP workforce employed within the SYB ICS Health and Care system is the most cost-effective way to ensure the system has the workforce needed.

Areas of focus for the workforce plan will be:

- Training and recruitment of new graduates including evolving apprenticeship models
- Development of comprehensive career pathway framework for AHPs
- Further development of AHP Advanced Clinical Practice roles utilising the Multi-professional framework for Advanced Clinical Practice in England
- Development of AHP clinical academic careers
- Retention and Returning practitioners programmes
- Development of support workers through a robust competency framework to assistant practitioner levels

Next steps

In terms of next steps, this strategy will be launched in draft on Thursday 26 April 2018 and we will be inviting feedback from all AHP colleagues over the following weeks before it is finalised and the future AHP council takes the work forward.

Find out more, or send your comments by Friday 8 June 2018, by contacting:
helloworkingtogether@nhs.net

“To continue to contribute to ICS work programmes and advocate for AHPs and my profession as well as our patients”



Appendix 1

Delivering the Plan - Areas for Consideration



Value

Actions	Measures Of Success
To Implement Job Planning across AHP workforce	Assess capacity of AHP workforce
To undertake AHP state of readiness assessment across AHP services (appendix 2)	To support capacity and demand planning and improve efficiency of service delivery
To improve consistency of data collection to better support service benchmarking	To utilise model hospital across ICS peers
Gain agreement across ICS regarding outcome measures linking to national AHP outcome project	Ability to benchmark services within ICS and evidence value
To embrace digital technology development opportunities	New ways of working developed Utilising digital technology



Health & Wellbeing

Actions	Measures Of Success
To use Co-production models with service users and all other partners wherever possible to develop and design services	Greater engagement with those is receipt of our services to support the transformation of services within the SYB ICS
To actively support Making Every Contact Count maximising opportunities to improve health and wellbeing	Evidence of implementation through patient experience
Develop and design patient information with service users which is accessible and consistent across the ICS	Utilise websites e.g. MSK pathways
Provision of AHP services to support Health and wellbeing initiatives across ICS workforce	AHP Occupational health services



Quality Evidence Based Care

Actions	Measures Of Success
To consistently use best evidence to improve the quality of patient outcomes for individuals	Reduction in unwarranted variations in services across the ICS
To work collaboratively across the ICS, to develop an AHP workforce that is research active, in order to promote a culture of evidence based practice and continual learning.	Increased numbers of AHPs within the ICS participating in research and undertaking academic pathways
Consistency of outcome measures	Ability to compare services across the SYB ICS
To review ICS priority pathways and ensure appropriate AHP representation on working groups	Appropriate AHP involvement in pathway developments
Improving awareness of impact of mental health issues associated with physical disability	Training for staff across ICS and local champions with links to local mental health networks

Excellence Through Leadership



Actions

Measures Of Success

Leaders will be conversant with and participate in profession specific and relevant national AHP work

AHP leaders Involved in working groups locally and nationally implementing best practice

AHPs leaders will support the development of a consistent and aligned approach to clinical and non-clinical leadership which nurtures collaboration across the ICS

Agreed frameworks and leadership competencies undertaking agreed leadership development programs

To be forward thinking in our future workforce planning and support the development of a locally sensitive supply and demand picture for AHPs across the ICS

Provide a resource for the ICS to inform plans and develop priorities

Development of flexible employment models across the ICS with collaboration between employers in recruitment and retention.

Improve recruitment and retention within the ICS
Staff rotations between ICS partners

Involvement of AHP leaders in the collaborative development of new service models

Evidence of new ways of working/care models

Develop AHP Career Pathways

More flexible career pathways at Organisation, Place and ICS level

Staff engagement, health and wellbeing central to service delivery and transformation

Staff survey results with improved levels of staff engagement;

Workforce for the Future



Actions

Measures Of Success

To develop a detailed AHP workforce plan

A clear direction for AHP professions across the ICS

Review student training models and ensure student placement capacity in line with workforce requirements across ICS

To ensure capacity of clinical placements is sufficient to meet demand within SYB ICS
To ensure dedicated support for AHP students at organisational level
To Increase opportunities for shared learning

Maximise the opportunities created by apprenticeships from level 2 upwards

Established apprenticeship roles from levels 2 upwards
Development of Assistant Practitioner roles
Development of Advanced Clinical Practitioners

Pathway or grade specific competencies across ICS

Agreed competencies e.g
ICS AHP stroke workforce plans
Improved flexibility of workforce across ICS

To encourage young people to consider a career in health or social care

Improved career events and work experience to a wider diversity of population



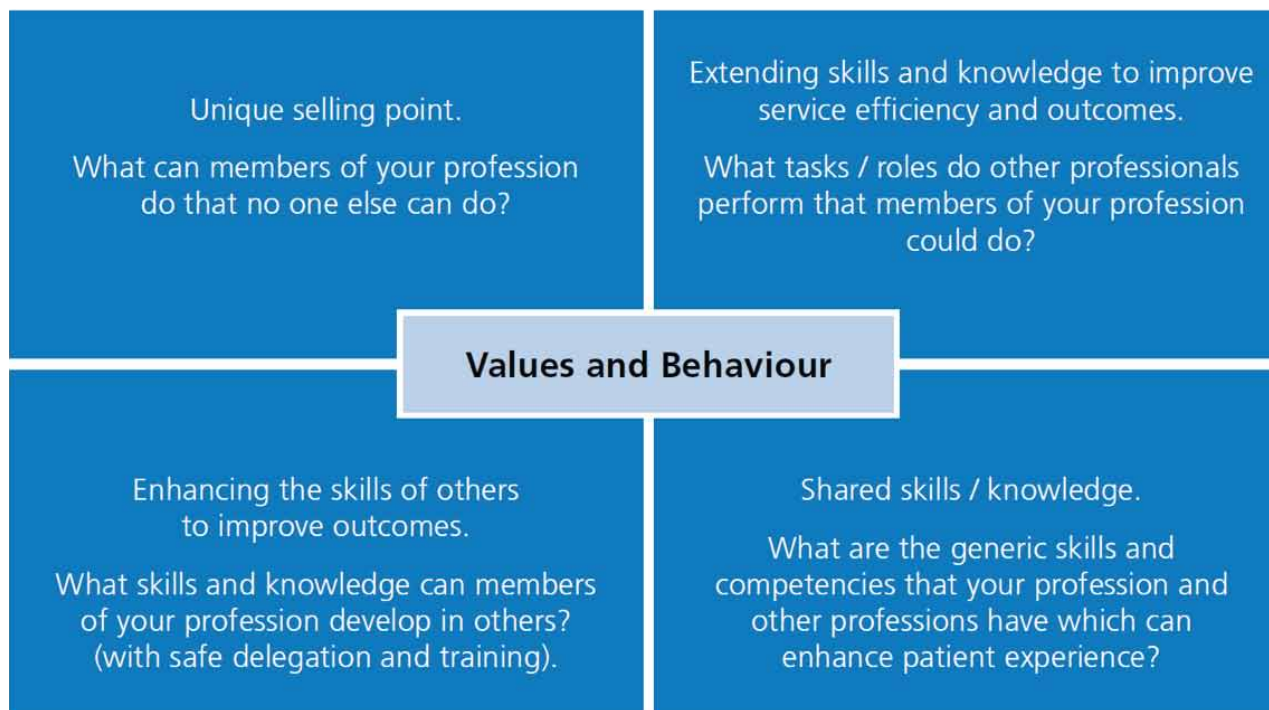


*“To work with
colleagues in my
profession to
share best
practice across
the ICS”*



Appendix 2

State of readiness for future care



State of readiness assessment:

Traditionally AHPs have been regarded primarily as experts in their clinical fields however AHPs are increasingly developing wider skills to complement their specialisms and provide greater flexibility within the broader health and care workforce.

Unique selling point - What can members of your profession do that no one else can do? Individually each AHP profession brings a unique core skill set which is important to recognise and define as a crucial part of the wider multidisciplinary team.

Extending skills and knowledge to improve service efficiency and outcomes - What tasks/ roles do other professionals perform that members of your profession could do?

The development of AHP skills to higher levels including prescribing and advanced Clinical Practice will ensure the changing needs of patients are met. AHPs will also provide solutions for workforce challenges from traditional roles to new environments.

Enhancing the skills of others to improve outcomes - What skills and knowledge can members of your profession develop in others (with safe delegation and training)?

Sharing of AHP skills must be supported by education systems and employers. Support staff are essential in supporting the work of AHPs with evidence that support workers provide good quality, patient focused care as well as reduce the workload of more highly qualified staff. It is essential that this valuable resource is grown in number and developed further freeing up time for the registered AHPs and potentially other professionals to work optimally.

Shared skills/knowledge - What are the generic skills and competencies that your profession and other professions have which can enhance patient experience?

AHPs must work collaboratively with other professions and the public in the design of services that facilitate multidisciplinary working, integrated care, and prevent duplication trusting colleague's assessments with a focus on value rather than reworking what has already been done.



“To support and encourage all AHPs to develop and extend beyond their current job roles”



