GREATER MANCHESTER ALLIED HEALTH PROFESSIONS: SETTING THE DIRECTION, CELEBRATING PROGRESS
If at any point you can’t hear any of us please put your hand up.
HOUSEKEEPING
MAKE YOUR GM AHP PLEDGE TODAY
GREATER MANCHESTER ALLIED HEALTH PROFESSIONS STRATEGY

TAKING CHARGE – LOOKING BACK, LOOKING FORWARD

JON ROUSE, CHIEF OFFICER, GMHSCCP
AHPs into Local Action

Suzanne Rastrick
Chief Allied Health Professions Officer (England)

@SuzanneRastrick

4th September 2019

NHS England and NHS Improvement
The AHP community

#StrongerTogether
#WeAreAHPs
## National AHP leadership

**Suzanne Rastrick**  
Chief Allied Health Professions Officer for England

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<td>Dr Joanne Fillingham</td>
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<td>Clinical Director Allied Health</td>
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<td>Caroline Poole</td>
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<td>Helen Ross</td>
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<td>Senior Business and Policy</td>
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<td>Stuart Palma</td>
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<td>Regional AHP Lead</td>
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<td>London</td>
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**Denotes regional post**

- Laura Leadsford - Regional Head of AHPs London
- Helen Marriott - Regional Head of AHPs Midlands and East
- Claire Mander - Regional Head of AHPs South (interim)
- Naomi McVey - AHP workforce lead - North West
- David Marsden - AHP workforce lead - North East & Yorkshire
AHPs into Action framework

Impact of the 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.

Commitment to the way services are delivered.

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

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.
The NHS Long Term Plan

Ambitions

1. Doing things differently, through a new service model
2. Preventing illness and tackling health inequalities
3. Improve Care quality and outcome for major conditions
4. Backing our workforce
5. Making better use of data and digital technology
6. Ensure we get the most out of taxpayers’ investment in the NHS
Aligning Strategies and work programmes for the future...

- Policy and Strategy
- Systems and Commissioning
- Workforce
- Performance and Delivery
- Prevention
## Chief Allied Health Professions Officer workstreams on a page

### NHS England & Improvement

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<td>Leadership of Allied Health Professions in trusts: what exists and what matters</td>
<td>Ensure government policy related to AHPs responds to the requirements of the NHS Long Term Plan</td>
<td>Improving the quality of orthotics services in England</td>
<td>Job planning the clinical workforce-allied health professions</td>
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<td>Clinical Leadership: a framework for action</td>
<td>Delivery of regulatory &amp; statutory changes for mechanisms for medicine supply/prescribing</td>
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<td>AHP Digital Framework</td>
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<td>Quality Orthotics Closing the gap</td>
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<td><strong>Quick guide: AHPs supporting people to live well with and beyond cancer</strong></td>
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<td><strong>Quick guide – AHPs supporting the enhancing health in care homes framework</strong></td>
<td>Chief AHP Action Learning Sets</td>
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<td>Developing AHP leaders: a guide for clinicians and trust boards (coming soon)</td>
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<td>Long Term Conditions Investment</td>
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<td>Primary Care Networks Guidance</td>
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### Public Health England

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<th>UK Allied Health Professions Public Health Strategic Framework 2019-2024</th>
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<tr>
<td>Guidance: Public Health content within the Pre-Registration Curricula for Allied Health Professions</td>
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<tr>
<td>Driving forward social prescribing: A framework for Allied Health Professionals</td>
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### Health Education England

- Multi-professional framework for advanced clinical practice in England
- Making AHP Careers, careers of choice-The WoW show, Inspiring the future, NHS ambassadors, Virtual Reality AHP careers work experience
- Enabling the workforce to deliver and grow: Allied Health professions careers' resource, Consultant practice workstream
Priority 1: AHPs can lead change

‘AHPs should be represented in the decision making processes for STPs to ensure they have a strong voice in the redesign of health, social and the wider care system.’

Doing things differently, through a new service model
AHP leadership across STP/ICS footprints
Local AHP involvement & strategies developed since AHPs into Action
Newly emerging roles - Director of AHPs

Associate Director: Allied Health Professionals
Job Reference: 186-F3226458956

Director of Allied Health
Job Reference: 392-RNOH828

ICS Lead- Allied Health Professionals
Dorset Clinical Commissioning Group, Dorchester
Dorset is a first wave Integrated Care System and we are courageously implementing a system wide review of clinical services which is attracting local and national attention. We believe this is the right thing to do; in fact, doing nothing is not an option if we want Dorset to continue to benefit ...

Salaries: Secondment plus allowance
Posted: 08/06/2018
Job Type: Fixed term
Closing Date: 20/06/2018
Staff Group: Allied Health Professionals
Job Ref: 467-CCG-819.18
Other leadership roles

Framework for NHS provider and commissioner involvement in:

- Maximising the appropriate use of care homes
- Cohort caring in Therapy-Led Units for inpatients ready/safe to be discharged/transfered

December 2017
Developing People – Improving Care

A national framework for action on improvement and leadership development in NHS-funded services
Developing AHP capacity & capability

What leadership capability are providers seeking and what is the leadership development pathway for those leaders?

What AHP leadership is currently in place, and what is the impact on quality and productivity?

What trust boards should consider
Trusts looking to strengthen leadership arrangements and subsequent benefits should consider:
• Appointing a senior AHP with a strategic focus
• Harnessing the AHP workforce’s potential for system redesign
• Demonstrating AHPs’ value
It is essential that AHP professions are represented at the right forums in the organisation. Executive and senior clinical leaders need to understand the impact these professions have on patient outcomes, experience and patient flow and it is our job as AHPs to help them develop that understanding.
Investing in chief allied health professionals: insights from trust executives

The number of trusts with chief AHPs has continued to grow. However, significant system-wide barriers remain to creating them.

Project sought honest insights from trust executives, who have a Chief AHP in their organisation.

Interviews with trust executives - Directors of Nursing, Medicine, CEOs and Chief Operating Officers.

Overwhelming recognition that once chief AHP leadership is in place, the value and contribution of the AHP workforce is immediate.

“I feel like I may have spent 20 years not appreciating what the AHP workforce can contribute (since putting a chief AHP role in place).”
Supporting providers and systems

- Action Learning sets for Chief AHPs - Cohort 14 sets, 69 attendees
- Bespoke AHP leadership support to boards - assessing AHP leadership capacity and capability
- AHP leadership self-assessment diagnostic tool
- Coaching and mentoring offer
- Supporting development of ICS/STP AHP Councils including national terms of reference
- ICS/STP AHP Councils hosted on virtual network
The Chief AHPs’ Virtual Network

Provide a safe space for discussion, learning, respectful challenge and sharing best practise, in order to develop and grow individual and collective capacity and capability as strategic AHP leaders.

To utilise the collective voice and expertise of strategic AHP Leaders to inform and drive, local, regional and national strategy.

Influence (collectively and individually, locally and nationally) system leaders, policy makers and decision makers, to ensure the value and impact of AHPs is understood.

To gather evidence and benchmark best practise, so we can articulate the value add of strategic AHP leadership and impact of AHP investment on the system.

A two-way communication channel between local and national strategic AHP leaders.

- For the ‘Chief AHP’ in each provider Trust in England
- Over 200 trusts signed up
- Over 40 active discussion threads
- Over 4000 engagements with the network
- Over 75 declarations of interest for Action Learning
AHPs supporting transition to integrated care systems

- Written for STP / ICS systems
- Draws attention to AHP support and capability
- Outlines key areas of LTP for AHPs to support transition to ICS
- Provides proposed architecture and engagement of AHPs
AHPs role in Primary Care networks

- FCP guidance to the system being developed
- GP contract details workforce need for 2500 paramedics and 5000 physiotherapists
- Regional governance and oversight is being developed
First point of contact musculoskeletal roles in primary care

STPs in England have been tasked with setting up pilots

If you’re not a CSP member, please email fcp@csp.org.uk for access
Priority 2: AHPs’ skills can be developed further

‘AHPs are developing wider skills which complement their specialisms and provide flexibility.’

Backing our workforce
The Interim NHS People Plan - AHP workforce

**Vision**
Deliver an effective supply of AHPs, ensuring robust deployment and development of staff, whilst placing a focus on the retention of the workforce, across professions and geography, to ensure the system has the right workforce with the right skills in the right place to deliver high quality care by 2024.

<table>
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<th>Future Supply position</th>
<th>Stimulate Demand</th>
<th>Make AHPs a career of choice.</th>
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<td>Increase Capacity</td>
<td>Increase capacity, applications and acceptance on AHP courses</td>
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<td>Bridging the gap between education and employment</td>
<td>Support and pathways</td>
<td>Explore and support different entry routes into AHP roles</td>
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<td>Enabling the workforce to deliver and grow</td>
<td>Effective Deployment</td>
<td>Effectively deploy AHPs in a way that recognises the needs of the system and population</td>
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<td>Support Development</td>
<td>Support AHPs to develop throughout their career</td>
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<td>Retention</td>
<td>Support to the AHP workforce to retain AHPs – Making the NHS the best place to work</td>
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**Metric**
As a result of our combined interventions there will be fewer AHP vacancies nationally with an ambition to improve aggregate AHP vacancy rates to an operational position of 4% (current level, Feb 2019, 8.5%).
Making AHP careers, careers of choice
Supporting the transition between education and employment
Welcome to a universe of opportunities for your AHP career!

Select one of the themes below to explore where your AHP career could take off next and hear from a range of inspirational AHPs discussing their experience and leadership journey to date. To get started, select the pin and then ‘Launch’ to begin; select the pin again to close the pop-up. (If viewing on a mobile, select ‘Launch’ to get started).
Enabling the workforce to deliver and grow

The Four Pillars:
- Clinical Practice
- Leadership and Management
- Education
- Research

“New solutions are required to deliver healthcare to meet the changing needs of the population. This will need new ways of working, new roles and new behaviours.”
Consultant practice development

The development of the Academy of Advance Practice will work in partnership with existing credentialing programmes to drive credentialing of ACP and consultants.

The ten year vision is:

- all consultants credentialed
- evidencing their ongoing commitment to staying credentialed
- recognised routes to train as an ACP or consultant across the modalities to support the feeling of careers and not just jobs
- increased understanding and recognition of the role and the workforce feeling more valued

Colleagues keen to have a say on the agenda please sign up:
### AHP prescribing, supply and administration of medicines

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<th>PGDs</th>
<th>Supplementary Prescribing</th>
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<td>Occupational Therapists</td>
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<td>Prosthetists and Orthotists</td>
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<td>Podiatrists</td>
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<td>Therapeutic Radiographers</td>
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<td>Speech and Language Therapists</td>
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**Current work:**

- enable the use of patient group directions by operating department practitioners to supply and administer medicines
- amend of the list of controlled drugs that can be prescribed by physiotherapist independent prescribers
- amend of the list of controlled drugs that can be prescribed by podiatrist independent prescribers
- amend of the list of medicines that paramedics can administer under exemptions
New working models for Paramedics

Using the unique skill sets of Specialist and Advanced Paramedics to increase capacity in primary, urgent and emergency care

- Management of specific caseload
- Acute home visiting
- Care home visiting and care plan development
- Emergency ‘same day’ presentations

- Multi-disciplinary team (MDT) working made up of appropriate Healthcare Professionals specific to each code set
- Proactive prevention role
- Tasked to manage specific code sets via 999 referral
- MDT Team

- Hear & Treat floor walking
- Oversight and tasking of HCP and generating MDT referrals
- Clinical leadership and advice for other ambulance clinicians

More patients, many with multiple and complex conditions, receive the right care, first time - safely managed in their own homes or in the community

Reduced pressure on primary and secondary care and the ambulance service

More paramedic career opportunities
Priority 3: AHPs evaluate, improve and evidence the impact of their contribution

“There needs to be routine collection of consistent and comprehensive data on the impact of AHPs on the quality of care to individuals and populations.”

Ensure we get the most out of taxpayers’ investment in the NHS
By 2021, NHS Improvement will support NHS trusts and foundation trusts to deploy electronic rosters or e-job plans.

A quarterly poll to AHP Leads in acute trusts shows progress is being made. 76 trusts are now in the process of implementing job planning for OTs, PTs, SLTs and Dietitians.
Be AHP be counted – AHP Guide to ESR’

NHS electronic staff record
How to ensure allied health professions are coded correctly
February 2019

E-job planning the clinical workforce: levels of attainment and meaningful use standards
June 2019
Priority 3: AHPs evaluate, improve and evidence the impact of their contribution

Improve Care quality and outcome for major conditions
AHPs evidencing the impact of their contribution
Quick Guide: Allied Health Professionals enhancing health for people in care homes

1. Review ease of access to AHP services
2. Equity of access for people living in care homes
3. Understand ease of access to AHP services that cannot be delivered in the care home
4. Develop whole home approaches to commissioning
5. Consider multi-professional approaches to support for care homes with high levels of demand on NHS services
6. Support care homes to take structured approaches to common health issues to support demand management
Clinically led improvement, enabled by new technology, is transforming the delivery of health care and our management of population health. Working with AHPs to develop appropriate technologies should be a priority.
Developing digital leaders

Launched April 2019

- First AHP Digital forum event – ‘Digital ready AHP services’ held August 19
- Future AHP digital forum events to be held in next 6 months
  - Digitally Mature AHP Services
  - Digitally Enabled AHP Services
- Encouraging all Trusts to identify an AHP digital leader
Impact 1: improve the health and wellbeing of individuals and populations

“AHPs and service users, their families and carers must work together and employ strategies to manage demand, prevent dependency and support individuals and their families to live healthy fulfilling lives at home, or as close to home as possible, for as long as possible.”

Preventing illness and tackling health inequalities
AHPs supporting health and wellbeing prevention

- Impact report details progress made to embed public health into AHP practice
- Profile of AHP input to public health agenda raised
- All HEI’s include public health as part of pre-registration training
- Increased AHP research in public health
- New AHP strategy has emphasis on
  - developing AHP public health leadership
  - career pathways in public health
  - role of AHPs on public health in the workplace setting
  - AHPs4PH developing an animation about the new strategy
- AHP social prescribing framework
Social prescribing a framework for AHPs

Social Prescribing Framework Launched
12th July 2019

AHPs need to:

• Continue to embed holistic care using social prescribing as part of this.
• Connect with local link workers to understand the applicable social prescribing opportunities
• To champion social prescribing and share good practice examples.
• Support social prescribing through provision of services, pathways development, training, supervision or advice.
#AHPsDay

14th October 2019

[Map of the UK with marked locations]

[World map with marked locations]
“AHPs can significantly support the demand profile the NHS faces ……..The Chief Allied Health Professions Officer will further develop the national AHP strategy AHPs into Action to focus on the delivery of the long term plan”

The NHS Long Term Plan 2019
“….I believe that “AHPs into Action” is more than a mandate. It is a demonstration of the power of citizen science and the innovation that be achieved through an inclusive data collection tool that supports co-production rather than a top down approach.”

“…an exciting time for AHPs, I have never seen us so empowered with such freedom to act in my career, thank you.”
References:

1. AHPs into Action
2. The NHS Long Term Plan
3. The NHS long Term Plan website
4. framework maximising appropriate use of care homes
5. Developing People Improving Care
6. Leadership of Allied Health Professions in trusts: what exists and what matters
7. Clinical leadership: a framework for action
8. Investing in chief AHPs: insights from trust executives
9. Chief AHPs’ virtual network – for access contact Stuart Palma, Professional Head of Allied Health Professions (AHPs) – stuart.palma@nhs.net
10. Investment and evolution: A five-year framework for GP contract reform to implement the NHS long term plan
11. Multi-professional framework for advanced clinical practice in England Musculoskeletal core skills framework
12. Person Centred Approaches E learning
13. Interim NHS People Plan
14. IPP future AHP workforce
15. The WoW Show Health Care special
16. NHS Ambassadors-inspire the future
17. Allied health professionals career resource
18. Multi-professional framework for advanced clinical practice in England
19. Job planning the clinical workforce-allied health professions
20. NHS electronic staff record – How to ensure AHPs are coded correctly
21. E-job planning the clinical workforce
22. Commissioning guidance for Rehabilitation
23. Quick guide: allied health professions supporting patient flow
24. Quick Guide: the role of allied health professionals in supporting people to live well with and beyond cancer
25. Nice into Action webinars
26. Quick guide – AHPs supporting the enhancing health in care homes framework
27. A digital framework for Allied Health Professionals
28. The Topol Review
29. AHP Public Health Strategic Framework
30. AHP Public Health Strategy Impact Report
31. AHP Social Prescribing Framework
32. Allied Health Professions home page
33. NHS Improvement – Search ‘AHP’ for associated resources
BREAK
INTERVIEW WITH SUZANNE RASTRIK, CHIEF ALLIED HEALTH PROFESSIONS OFFICER (ENGLAND)
THE GM AHP PROGRAMME

Vicky Halliwell, Deputy Dean
School of Health and Society
University of Salford
& GM AHP Workforce group chair
GM AHP PROGRAMME GOVERNANCE

1. GM Strategic Workforce Collaborative Board

2. GM Delivery Group

3. GM AHP Workforce Group

4. GM AHP Advisory Group

5. Filling difficult AHP gaps

6. Grow our own AHPs

7. AHP Talent, Leadership and GM offer
THE GM AHP PROGRAMME OVERVIEW

Designed to:

• Deliver on GM Workforce Priorities
• Support GM transformation
• Engage GM AHPs in delivery
• Be aligned to national and regional strategy and policy e.g. AHPs into Action
In 2018/19 the following outcomes and outputs were achieved, building a foundation for future work and improvement:

**Successes of the GM AHP Programme**

- Increase in AHP placements
- Development of GM AHP Return to Practice approach
- Increase in AHP Return to Practice in GM
- Launch of GM AHP strategy
- Development of Routes into AHP careers resource
- AHP provider leadership review
- Development of a repository of GM AHP best practice
- International recruitment of Diagnostic Radiographers
- First GMHSCP event for AHPs
- AHP Careers promotion events
GROWING OUR OWN AHPS

David Marsden
AHP Workforce Lead
GMHSP
GM GROW OUR OWN AHPS

- Development of a shared GM AHP careers promotion resource
- Creation of a map of routes in to AHP careers
- Appraisal of the possibility of a guaranteed employment scheme for some or all AHPs
- AHP careers promotion event
- Creation of a network and shared aims of AHP careers promotion ambassadors
- Increase demand for specific AHP careers in GM where there are workforce supply risks (including launch of careers resources)
- Ensure GM delivers safe social prescribing by improving the competence of prescribers
GM AHP APPROACH TO CAREERS PROMOTION

Increase awareness and demand for AHP careers
Reach for the stars with your Allied Health Profession (AHP) career!

Registered Allied Health Professional

Click on a planet to learn more about each profession...
or click on a rocket to see the pathway to help you get there!

GMCA Greater Manchester Combined Authority

in Greater Manchester

NHS
Art therapy is a form of psychotherapy that uses art media as its main mode of expression and communication.

Art therapists/art psychotherapists use art as a medium to address emotional issues which may be confusing and distressing. There may be things which clients cannot say in words. This could be because the emotions are too distressing. Or it may be because the client has difficulties with communication.

Dietitians translate the science of nutrition into everyday information about food.

You'll advise people and help them make informed and practical choices about their food and nutrition. You'll assess, diagnose and treat dietary and nutritional problems. You'll also teach and inform the public and health professionals about diet and nutrition. Your aim is to promote good health and prevent disease in individuals and communities.

Diagnostic radiographers use the latest technology to look inside the body in different ways.

You'll use a range of imaging technology and techniques to help work out what disease or condition is causing a person’s illness or as part of their treatment, including x-ray, CT, MRI and ultrasound scanners. In some cases, you will also interpret the images and report your findings.

In the NHS, you’re likely to work in the radiology and imaging departments of hospitals. You’ll provide a service for most departments within the hospital including accident and emergency, outpatients, operating theatres and wards. You may work in private clinics and hospitals.

Dramatherapy uses role play, voice work, movement and storytelling to help clients explore and solve personal and social problems.

You'll use the healing aspects of drama and theatre to help people explore and reflect on their feelings. You'll offer people the opportunity to change by experimenting with different ways of thinking, feeling and behaving.
I'M AT SCHOOL

It's important to think about which GCSEs you choose and the options for what you do next, such as which A levels (or equivalent qualifications) you might take. Think about what your likely GCSE results will be and check the entry requirements for the profession(s) you are interested in. You may also want to consider apprenticeships, cadet schemes, traineeships, T levels or assistant/support roles available in your area. It would be helpful to speak to an AHP about their role, seek work experience or volunteering opportunities in a relevant setting and look out for relevant health careers events in your area. Your careers adviser will also be able to assist you.

I'M AT COLLEGE

Think about what your likely results will be and check the entry requirements for the profession(s) you are interested in. You may also want to consider apprenticeships or assistant/support roles available in your area. If you are planning to study for a degree in a particular profession, look into which universities offer these courses and their requirements. It would also be helpful at this stage to speak to an AHP about their role, seek work experience or volunteering opportunities in a relevant setting and look out for relevant health careers events in your area. Your careers advisor will also be able to assist you.

LOOKING FOR A CAREER CHANGE

Whether you are a recent school leaver, already working in a healthcare role or have followed a different career path and are looking for a change of direction, there are various routes you could consider towards training as an Allied Health Professional. Check the entry requirements for the profession(s) you are interested in to help plan your next steps towards gaining the required qualifications and consider the options that will best suit your current circumstances, which could include cadet schemes or traineeships. It is also possible to build up to an AHP qualification through apprenticeships or you can access some of the AHP assistant/support roles this way. It would be helpful to speak to an AHP about their role, seek work experience or volunteering opportunities in a relevant setting and look out for relevant health careers events in your area.
AHP TALENT DEVELOPMENT, LEADERSHIP AND GM OFFER

Julie Wright
Head of Department of Health Professions, Faculty Health
Psychology and Social care
Manchester Metropolitan University
GM AHP TALENT, LEADERSHIP AND OFFER

- Deliver a GM AHP engagement event
- Map GM AHP strategic leadership in GM against NHSI effective characteristics
- Collate AHP case studies where AHPs have solved GM workforce challenges
- Identify GM wider system workforce shortages/challenges and report where AHPs can offer solutions
- Create GM AHP strategy
- Support GM partners in developing AHP leadership in line with the NHSI framework and maximum utilisation of their AHP resource
- Improve AHP retention in GM organisations
FILLING DIFFICULT AHP GAPS

Lisa Brown
Practice Education Facilitator/Occupational Therapist
Greater Manchester Mental Health NHS Foundation Trust
FILLING DIFFICULT GAPS

- Provide report analysing national, regional and local data to identify AHP workforce supply priorities
- Commission work to identify solutions to increasing the workforce supply in diagnostic and therapeutic radiography and podiatry. check
- Increase AHP placement offers by 10% in across GM
- Increase access to placements in mental health and paediatrics for dietitians and speech and language therapists
- Increase RTP offers from providers by 10% across GM
- To ensure GM has the required number of AHPs to deliver safe and effective services through a range of interventions (including International recruitment & scoping AHP Associate role)
EMBEDDING THE GM AHP PROGRAMME

ACHIEVEMENTS – INTERACTIVE SESSION

Sheni Ravji-Smith
Leadership & OD Lead
Greater Manchester Health & Social Care Partnership

Jackie Pratt
System Talent Management Lead
Greater Manchester Health & Social Care Partnership
GROUP NUMBERS AND DISCUSSION TOPICS

1) Placement capacity
2) Return to Practice
3) AHP leadership
4) International recruitment
5) Careers promotion
LUNCH
THE GREATER MANCHESTER ALLIED HEALTH PROFESSIONS STRATEGY

David Marsden
AHP Workforce Lead
GMHSP
PURPOSE OF THE STRATEGY

1. To provide a framework for AHPs to align and contribute to the work of GM and its ambition to achieve the greatest and fastest possible improvement to the health and wellbeing of the region.

2. To maximise the impact AHPs can have in addressing the NHS Long Term Plan (LTP), the GM strategic workforce priorities, GM transformation themes and AHPs Into Action.

3. To ensure that GM provides a workforce which meets the needs of its residents by ensuring there is a sustainable supply of AHPs in GM.
HOW THE STRATEGY WAS DEVELOPED

- GMHSCP’s first AHP engagement event in November 2018.
- Follow up workshop to refine the strategy writing group in February 2019
- Issues generated by AHPs/stakeholders - translated into themes and actions, which in part make up our priorities.
- Actions indicated by national strategy, policy and guidance including the NHS Long Term Plan, the Interim People Plan and AHPs into Action
- Strategy sign off in August 2019
GM AHP STRATEGY VISION

To deliver the greatest and fastest possible improvement to the health and wellbeing of the service users of Greater Manchester by ensuring there is effective AHP contribution to service transformation and delivery, whilst maintaining highest quality care.
# OUR PRIORITIES

<table>
<thead>
<tr>
<th>Themes</th>
<th>Aims</th>
<th>Actions</th>
<th>Timeframe</th>
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| **Growing and retaining our own AHPs** | Inspire the GM population to embark on AHP careers to promote diversity and optimise retention to stimulate growth of the workforce. | Review and improve models for pre-registration education of AHPs with key partners & stakeholders where they provide a supply to GM to maximise placement capacity.  
Strengthen relationships with pre-registration education providers where gaps exist in GM.  
Scope and develop AHP associate roles to provide a stepping stone to AHP qualifications.  
Develop an innovative AHP careers promotion model for GM and ongoing careers promotion activities.  
Provide a GM approach to providing AHP work experience and pre-registration shadowing for each profession.  
Work with education providers to widen participation by ensuring a variety of routes into AHP careers are in place to increase applications and increase the diversity of the workforce.  
Identify and promote strategies to improve retention | Year 1  
Year 2  
Year 3 |
# OUR PRIORITIES

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<tr>
<td><strong>Filling difficult gaps</strong></td>
<td>Ensure we have a sustainable supply of AHPs to deliver safe and effective care and for AHPs to provide solutions to other workforce challenges in the system.</td>
<td>Develop a systematically updated AHP workforce analysis. Promote and support the use of AHP/AHP support staff apprenticeships in GM. Utilise international recruitment to fill immediate AHP workforce gaps. Provide a best practice case study repository which showcases where AHPs have solved workforce challenges through workforce transformation. Engage in national and GM work to embed advanced clinical practice roles and first contact practice roles in GM. Collaborate on a multi-professional approach to return to practice initiatives. Ensure engagement with multi-professional advanced practice initiatives to ensure AHP skills are fully utilised and to promote opportunities for AHPs to accelerate wider workforce transformation.</td>
<td>Year 1</td>
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## OUR PRIORITIES

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| Quality care and wellbeing          | For AHPs to support the development and delivery of high-quality integrated care that is responsive and close to home. | Promote a research culture across the AHP workforce in GM.  
Review GMHSCP work streams to ensure the correct level of AHP engagement/involvement.  
Support AHPs to actively engage in Primary Care Networks and the GM cancer, urgent care and mental health programmes of work.  
Promote the application of MECC (Making Every Contact Count) for AHPs in GM.  
Support the development of social prescribing so that AHP skills are used effectively to enable safe, effective prescribing.  
Maximise the understanding of AHP roles by supporting multi-professional pre-registration education in the workplace. | Year 1    | Year 2   | Year 3   |
### OUR PRIORITIES

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<tr>
<td><strong>AHP leadership &amp; talent development</strong></td>
<td>Scope GM AHP leadership and promote the benefits AHP leadership brings to organisations and the system.</td>
<td>Develop mechanisms so that AHPs are able to contribute to decision making in service transformation.</td>
<td>Year 1</td>
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<td>Reflect to GM what good provider and STP/ICS leadership looks like and support improvements.</td>
<td>Year 2</td>
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<td>Ensure AHPs in GM understand leadership and talent development opportunities.</td>
<td>Year 3</td>
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<td>Develop AHP clinical academic careers.</td>
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<td>Develop AHP advanced clinical practice &amp; consultant roles.</td>
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<td>Support AHP leaders and aspiring leaders to effectively work at system, locality and neighbourhood level by providing development opportunities.</td>
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<td>GM AHPs will support delivery of the GM sustainability plan by developing sustainability priorities for GM AHPs.</td>
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### OUR PRIORITIES

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<tr>
<td><strong>AHP productivity &amp; efficiency</strong></td>
<td>To ensure that AHPs are utilised effectively and to their maximum potential in GM.</td>
<td>Promote AHP engagement with Safe Staffing tools, model hospital benchmarking and job planning to inform service planning and optimise efficiency, productivity and safe practice. Support providers in GM to ensure AHP ESR coding is correct. Develop a repository of AHP best practice in GM for potential spread. Review and promote AHP’s engagement with digital and health technology.</td>
<td>Year 1</td>
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THE GM AHP STRATEGY IN ACTION: EXAMPLE

Outputs

Increased AHP:
- profile
- productivity
- efficiency
- quality of care
HOW WE WILL DELIVER THE STRATEGY

GM AHP Network → GM AHP Council → GM AHP annual programmes → GMHSCP
TAKEING THE STRATEGY FORWARD –
INTERACTIVE SESSION

Sheni Ravji-Smith
Leadership & OD Lead
Greater Manchester Health & Social Care Partnership

Jackie Pratt
System Talent Management Lead
Greater Manchester Health & Social Care Partnership
GROUP NUMBERS AND STRATEGY THEMES

1) Growing & retaining our own AHPs
2) Filling Difficult Gaps
3) Quality care & wellbeing
4) AHP leadership & talent development
5) AHP productivity & efficiency
REFLECTIONS ON THE GM AHP STRATEGY

Suzanne Rastrick
Chief Allied Health Professions Officer
(England)
The future is now. We are it. No one else. Just us. Don't wait for anyone else to do it. It's you. So get going please 😊 @SCoRMembers
#CAPHO18
NEXT STEPS

VICKY HALLIWELL, DEPUTY DEAN
SCHOOL OF HEALTH AND SOCIETY
UNIVERSITY OF SALFORD
& GM AHP WORKFORCE GROUP CHAIR
NEXT STEPS

- Analyse outputs from today
- Create the GM AHP council
- GM AHP council member development
- Further develop the GM AHP network
- Delivery of 2019/2020 AHP programme and evaluation
- Development of 2020/2021 AHP programme
Thank-you!