

Calderdale, Kirklees & Wakefield Place- Based Allied Health Professionals Strategy (2023 – 2028)



Lead AHP Joint Statement

Allied Health Professionals (AHPs) form the third largest clinical workforce in the NHS and are a valued part of our clinical and professional teams across the region in West Yorkshire. The 14 professions that form AHPs make a significant contribution across care pathways in a wide variety of ways through assessment, diagnosing, care planning, treating and discharging people in primary, community, and acute settings.

In recent years, the visibility and profile of AHPs has grown in strength as the national agenda has driven local developments with the AHP Council, AHP Faculty and the introduction of Chief AHP roles across the majority of NHS Trusts. But there is much more to do, as the focus across integrated systems moves towards a collective effort to enable people to live full, active lives within their family, community and workplaces.

Across our local places of Calderdale, Kirklees and Wakefield, we welcome the collective leadership of AHPs through this strategy, driving forward this important agenda to maximise the impact of AHPs and support workers, and provide our support to this vital programme of work.

Jennifer Clark (CHFT), Liz Ruane (Locala), Anita Mottram (Kirklees Council), Andrew Hodge (Mid Yorks) & Jumaimah Iqbal (Calderdale Council)

Development of the Strategy

Following the launch of The AHP strategy for England, the Calderdale, Kirklees & Wakefield place-based Allied Health Professionals (AHP) strategy has been developed through engagement with health and social care providers across the 3 places and aligns regionally via the West Yorkshire AHP Council and Faculty.



It provides a strategic direction for AHPs to maximise their contribution to enable people to live their lives in a way that matters to them.

Local & National Directives linked to the AHP Strategy:

- CHFT People Strategy 2022-2027
- Allied Health Professions Research and Innovation Strategy
- AHP Support Worker Framework (HEE)
- People at the Heart of Care: Adult Social Care Reform (2022)
- Health and Care Act (2022)
- Delivering a 'Net Zero' National Health Service (NHS England, July 2022)

The Team



Liz Ruane is the Professional Therapy Lead for Locala Health & Wellbeing where she supports clinical services to deliver and demonstrate exemplary care.

Jumaimah Iqbal is the Principal Occupational Therapist at Calderdale Council in addition to Strategic Lead & Development Manager of The Occupational Therapy, Assistive Technology, Accessible Homes & Manual handling teams.



Anita Mottram is Principal Occupational Therapist for Kirklees Council, part of the Adult Social Care Senior Leadership team. She is also Service Manager for KICES, Moving and Handling and the Social Care OTs

The Team



Jennifer Clark is the Associate Director of Allied Health Professions at Calderdale and Huddersfield NHS Foundation Trust and a Dietitian by background. Jennifer's role provides strategic professional leadership for all AHPs across the acute and community services provided by the Trust.

Andrew Hodge is the Director of AHPs at the Mid-Yorkshire Hospitals NHS Trust and provides strategic professional leadership for all AHPs across the acute and community services provided by the Trust. Andrew is a Consultant Paramedic by background with an interest in urgent care and advanced practice.



Our Vision

To promote the profile of AHPs as system leaders developing innovative and flexible services, which deliver high quality interventions, maximising health and care outcomes for all.



Our Mission

AHPs delivering integrated and exemplary care in partnership across the places.

Values & Behaviours

Partnership – Promote place based services, breaking down historical boundaries across health, social care and housing to provide seamless integrated care within a climate of mutual respect.

Collaboration – Co-ordinated and coherent approach to service delivery and developments, recruitment, education and training opportunities to develop and deliver quality person centred care between health and social care providers.

Workforce – Optimise the physical, emotional and psychological wellbeing of our workforce. Create opportunities to support a fulfilling career with appropriate skills and competencies, which meets the needs of individuals at each point in their career and encourages a workforce of the future through effective promotion and recruitment.

Inclusivity – Allyship with access to networks, shared service development and opportunities

Challenges

Future workforce numbers

AHP engagement and a voice for innovation and change

Visibility as a professional group and AHP involvement with service development and system changes

Finance / budget restrictions

AHPs in senior leadership roles

Data and technology requirements

Intentions

To grow a local workforce through collaboration with schools, colleges and universities to promote a career as an AHP via a variety of accessible routes

International recruitment and support Return to Practice programmes

Embed appropriate and timely preceptorship

Enhancing and extending student placements to include digital and new, innovative options

Inclusivity of AHPs within research and leadership development. Access opportunities, skills & training for AHPs to be involved in strategic innovation and change

Peer support across a wider network

AHPs to be at the forefront of system changes through visibility and to deliver care and embed change which include new and evolving roles



Our Health & Care Landscape

West Yorkshire Health & Care Partnership is made up of many services from across a range of NHS, local authority, emergency services and third party care sectors.

Allied Health Professionals can be found in many of these organisations, with representation across the region through the AHP Council that feeds into the West Yorkshire Clinical Forum.

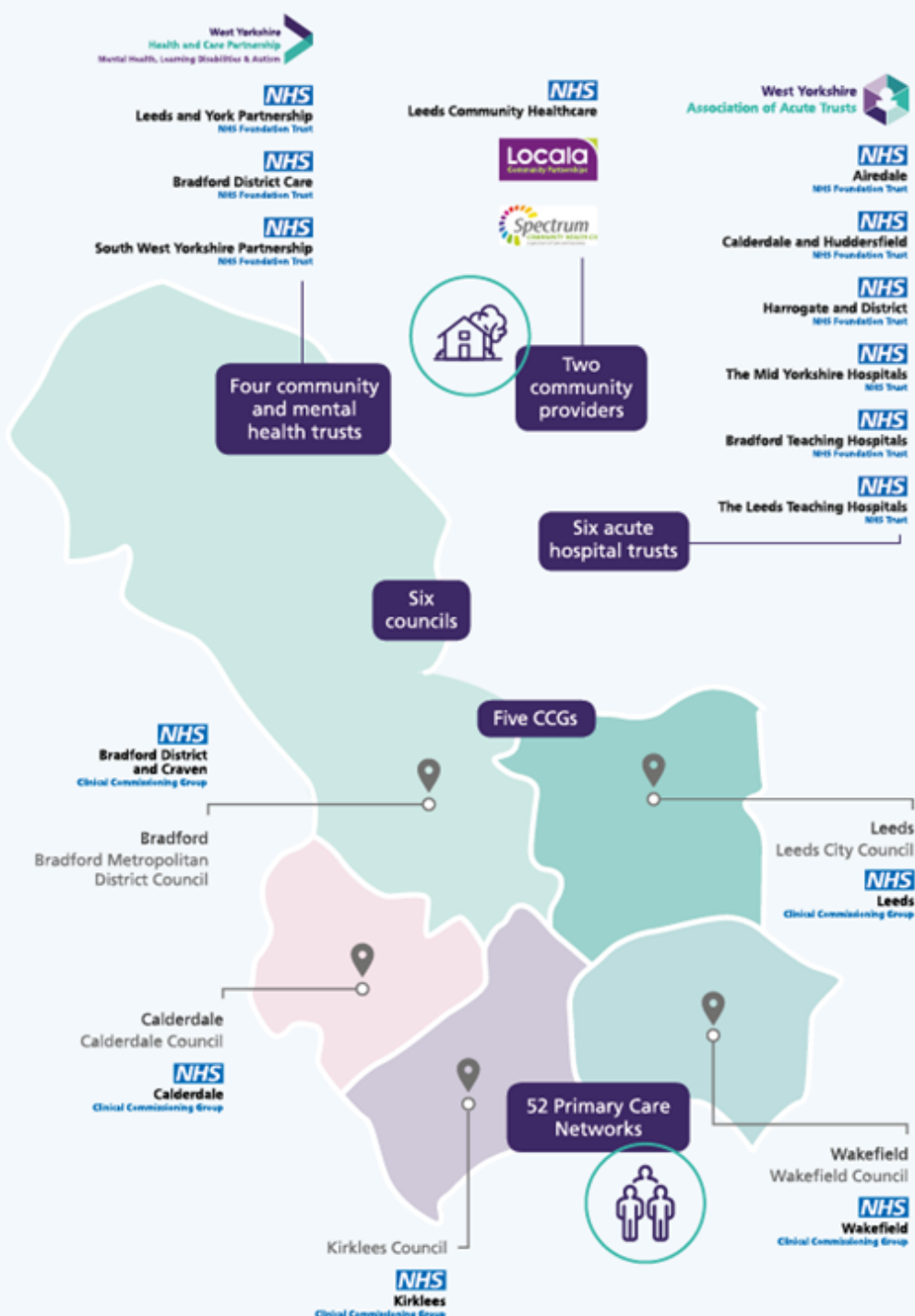
Our health and care landscape

Our councils



- 315 GP practices
- 555 community pharmacies, plus 38 online
- 431 providers of services in people's homes
- More than 442 care homes
- 11 hospices
- 52 primary care networks
- Estimated 11,996 voluntary community social enterprise organisations in West Yorkshire

Figures accurate at September 2021.



National Strategy

The Model of Co-production includes Co-plan, Co-Design, Co-Deliver, Co-Evaluation and encompasses people and community involvement as experts and equal partners throughout the development of services.

'People First' is central to the areas of focus and embodies person centred, coordinated care keeping people at the core of everything we do. It represents people and communities who access our health, care and wellbeing services.

Delivery at Place

- To enable people to recover and rehabilitate, utilising community services within their usual place of residence
- To focus on assessment, support and rehabilitation in a person's home
- To shift from AHP services meeting demand to AHP services meeting need and addressing health inequalities
- Service collaboration instead of competition across integrated care systems
- Person centred care



People First

Aims:

- To lead the way with innovation and re-design of services to meet the population needs
- To understand the needs of our colleagues, people and wider networks to optimise the health and well being of all
- To respect individuals and their individuality; ensuring consistency of decision making in relation to service delivery
- To improve efficiency and quality to enhance the patient experience of our people through use and development of digital and assistive technology and methods of communication tailored to individual need



Intentions

- Improved pathways and access to existing and new services focusing on reducing demand in areas with unsustainable pressures through implementation of supported self-management, patient initiated follow up and stratified pathways (with a greater understanding of services across the wider Integrated Care System)
- Use of population data to develop a workforce that represents the population demographics across Calderdale, Kirklees and Wakefield
- To seek representation through active involvement in communities or groups that are more difficult to reach
- Ensure a diverse and relevant stakeholder panel are involved in all service evaluation and changes which includes members of the public and people with lived experience (co-production)
- To facilitate equal access to services for all
- To deliver services in a fair and equitable manner
- Improved awareness and response to social determinants of health

Optimising Care

Aims:

- To enable people to live full and active lives within their home, community and workplace
- To support people in a place they call home
- To create a flexible, skilled and supported workforce
- To improve health & wellbeing outcomes; supporting and providing self-management solutions
- To make every contact count



Intentions

- To embed personalised care and shared decision making throughout
- To fully utilise audit, research, data and metrics to guide service delivery and continuity of care
- To develop and maintain up to date capacity, demand and workforce modelling to inform effective staffing levels for all services
- To embed competency-based blurred boundary working reducing duplication of resources
- To ensure safe delegation and colleague development using a competency based framework
- To expand anticipatory care services to optimise health status and quality of life within the home environment
- To develop a workforce with appropriate job plans which enables the necessary training and access for careers in clinical education, leadership or research
- To deliver cross-organisational training opportunities to facilitate networking extended opportunities for mutual learning

Social Justice – Addressing Health and Care Inequalities

Aims:

- To ensure inclusive recruitment practice and workforce support to nurture and retain a diverse workforce
- To provide culturally appropriate services, avoiding potential bias in decision making



Intentions

- Application of My Role in Tackling Health Inequalities - A framework for Allied Health Professionals (Kings Fund, 2021), to understand the contribution we can make as AHPs.
- To use data to understand and address health inequalities
- To implement digital technology where possible and to provide alternatives to ensure equity for all needs
- To support and engage AHPs in research opportunities
- Work towards to advocate in the best interests of patients and their person centred goals.

Environmental Sustainability

Aims:

- To promote sustainability
- To strive towards a Greener Future
- To reduce waste
- To reduce use of plastics
- To have a positive impact on Net Zero
- To reduce carbon footprint



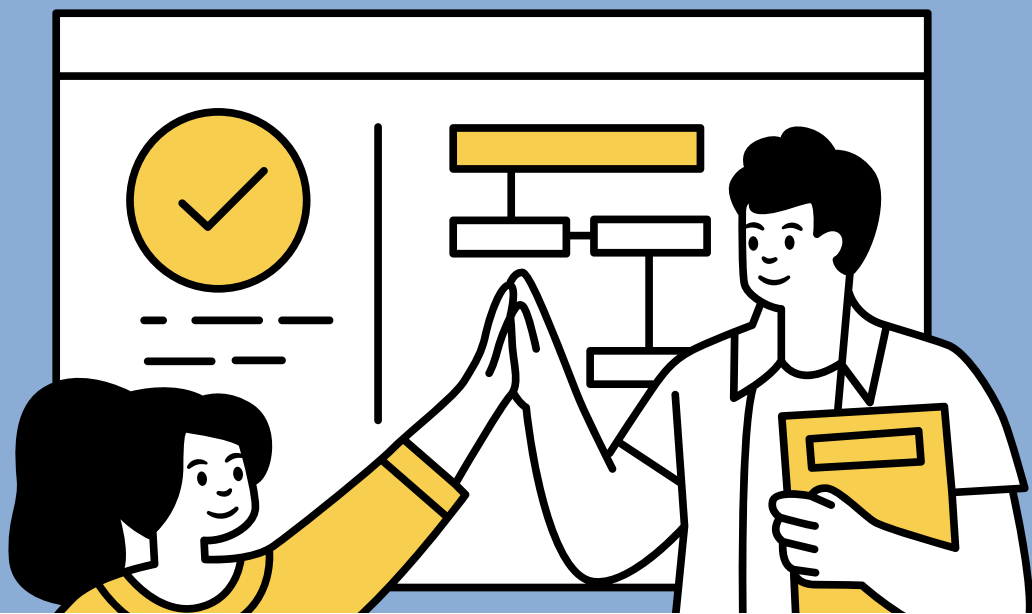
Intentions

- To use Net Zero as a fundamental design principle in models of care
- To identify Greener Champions across the AHP workforce to embed provider / place-based greener initiatives
- To optimise use of digital and technology to reduce travel for all
- To ensure a place based approach to the implementation of initiatives and sustainability policies and practice
- To reduce duplication of activity. Where possible use the most efficient mode of intervention. To promote re-use & recycling schemes
- To work with other providers on their greener initiatives
 - reducing plastic use from their products, e.g. medicines, feeding and equipment providers

Strengthening and Promoting the AHP Community

Aims:

- To support and develop a workforce for the future
- To understand the needs of individuals
- To provide career development across all grades
- to promote and utilise the unique and broad scope of practice AHPs offer
- To celebrate successes
- To develop a workforce that feel valued, skilled and sufficiently trained to deliver optimal care
- To develop a collaborative workforce across the ICS, working together to develop services and deliver quality person centered care



Intentions

- To utilise digital technology to support professionals and people through educational and self management options
- To use audit and research to validate service change and ensure evidence best practice
- To implement clinical outcome and patient experience measures
- To use diverse stakeholder panels when evaluating care and considering change
- To streamline the sharing of information across Place(s)
- To challenge assumptions around current practice and confidently test new ways of working
- To implement acuity and complexity scores
- Review capacity and demand to support appropriate caseload allocation
- To observe trends in quality and performance dashboards to inform service reviews, commissioning, workforce competency frameworks
- To ensure a robust training programme is available to support the skills required to deliver optimal care
- To ensure career development and leadership opportunities are accessible and promoted to all

Measuring Effectiveness & Monitoring Progress Against Our Actions

The AHP strategy will be formally reviewed and overseen by the workforce committee each year. A full refresh will be undertaken at year 3. We will regularly monitor a range of indicators including retention and vacancy rates, diversity of roles, sickness absence and staff evaluation including “you said, we did”. This will inform our approach to what we do and that the strategy is relevant and matters. (see people strategy final page)



Measures

- Staff survey
- Quality dashboard
- Workforce data
- Retention rate
- Recruitment rates
- Compliments and complaints
- Evidence of new roles
- Service evaluation
- Impact of interventions via outcome measures

