



ALLIED HEALTH PROFESSIONAL WORKFORCE STRATEGY FOR WEST YORKSHIRE

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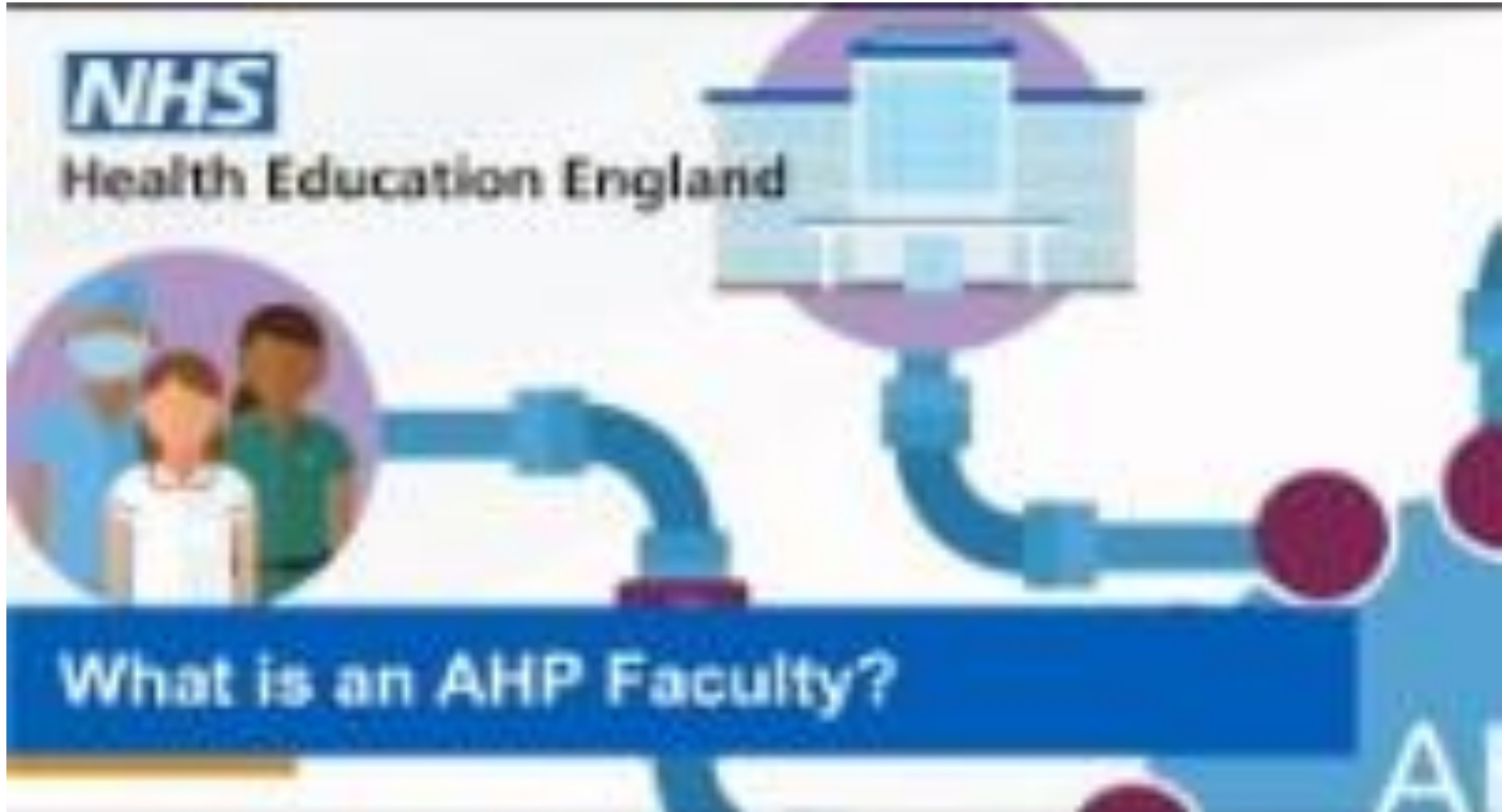
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OUR FACULTY — WORKING TOGETHER

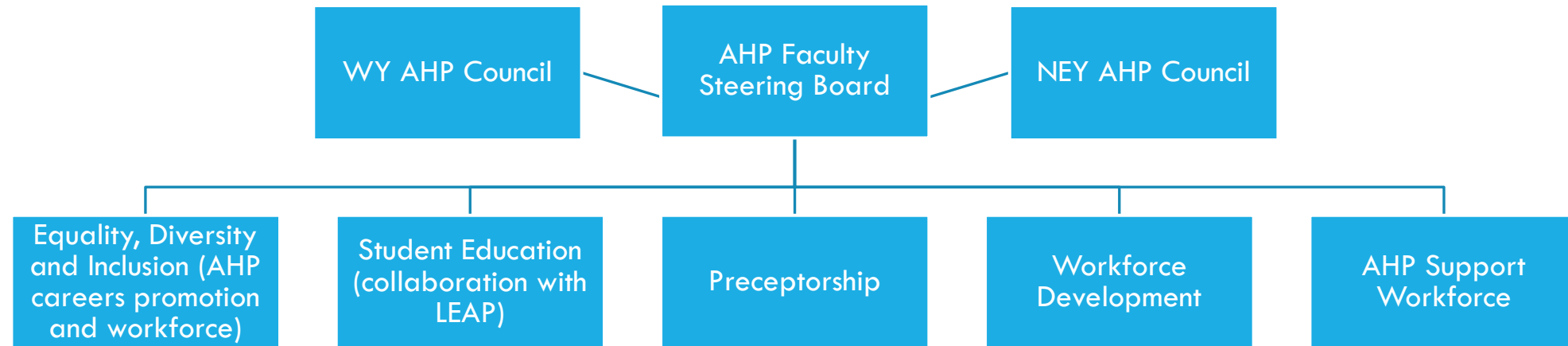


- Established in 2020, the Faculty is an AHP Health and Care partnership of NHS Partners, Local Authorities, HEIs and VCSE organisations and communities.
- The faculty works together to drive change based on the systems needs, and collectively responds to the demands of providing AHP services.
- We operate on the principle of subsidiarity working as closely to local as possible.
- We harness collaboration wherever possible harmonising system wide staff support.

AHP FACULTY AND AHP COUNCIL



GOVERNANCE AND STRUCTURE



WHAT ARE OUR SUCCESSES SO FAR?

- AHP Faulty Steering board
 - ↩ 5 subgroups
- Preceptorship
 - ↩ Collaborative workspace
- Equality diversity and Inclusion
 - ↩ Aspiring Allies' campaign
- Leading on collaborative AHP IR and ELC
- Workforce Strategy and Actions
 - ↩ Reflecting needs of the system



FEEDBACK FROM OUR PARTNER ORGANISATIONS

“Continued funding to allow ongoing work at a system level – allowing for growth and continued development of the faculty to support the key drivers and learning addresses in the workforce supply project” – Mid Yorks

“Continued funding of the AHP Faculty will be fundamental to support ICB AHP Workforce development. The workstreams currently have been so valuable for working in this project” – BDCT

“The work and collaboration within the AHP Faculty is the single most important factor in achieving the aims of the project” – BTHFT



HOW WE DEVELOPED OUR WORKFORCE STRATEGY

We have developed a system wide AHP West Yorkshire Workforce Strategy providing an over arching approach with a focused set of priorities.

In developing this strategy we have considered:

- National strategy and guidance
 - ↪ AHP Strategy
 - ↪ Health Education England Priorities for AHP Faculties
 - ↪ NHS People Plan
 - ↪ NHS Long Term Plan
- System priorities
 - ↪ West Yorkshire 10 big ambitions
 - ↪ West Yorkshire 5 year strategy
- Local priorities
 - ↪ Evaluation and summary of the Workforce Supply Project



MISSION, VALUES AND BEHAVIOURS

Mission

To ensure that the AHP workforce of today and tomorrow has the right numbers, skills, values, and behaviours at the right time and in the right place to provide high quality care

To care for those who care

Values

We value equality, diversity, inclusion and belonging

We recognise, support and value the people who provide care

Behaviour

To champion a diverse and inclusive AHP workforce

Improve representation from those with protected characteristics and all our different professions

To actively tackle racism in all of its forms

To seek feedback and act on it

To co-produce workforce development with key stakeholder

To have empathy with staff and our people



MISSION, VALUES AND BEHAVIOURS

Mission

To do once, at scale and increase impact

To strengthen and promote the AHP community across West Yorkshire

Values

This is a true partnership

We have a shared purpose to meet the needs of the staff we work with and the people we serve

Behaviour

Collaborate in all we do
Suspend egos in service of each other
View diversity as strength
Support each other across organisational boundaries

Collaboration as an AHP Faculty
Representation from all organisations
Harnessing conceptual and critical thinking
Readiness to share work, ideas and solutions

What do we face going forward?

The faculty will continue to work together to meet the ongoing and increasing pressures felt by AHPs in the region and the wider system.

Data

- E-product
- ESR data

Student Education

- Placement capacity
- AHP Tariff
- Practice Education Roles

Retention

- High attrition
- Preceptorship

Supply

- AHP vacancies
- Apprenticeships
- International Recruitment
- Return to Practice

Support Workforce

- Workforce moral
- Progression and development opportunities

Diverse Workforce

- Representation

Instability of
The AHP Faculty



What could we do better together?

Working together across the system will allow us to effectively and efficiently respond to the education and workforce challenges we face.

Data

- To promote consistent use of E-product to understand our workforce, highlight areas for development

Student Education

- Increase placement capacity
- Establish consistency in access to AHP Tariff
- Promote the development of AHP Practice Education roles in each organisation

Retention

- Understand workforce attrition
- Consistent Preceptorship offer

Supply

- Develop alternative routes into AHP including:
 - Increase apprenticeships
 - Develop International Recruitment
 - Develop Return to Practice

Support Workforce

- Facilitate strategies to ensure valued and appreciated workforce
- Increase progression and development opportunities
- Implement the National Framework

Diverse Workforce

- Representative of our community
- Culture of inclusion, belonging
- Action focused approach to EDI

Stability of
The AHP Faculty



Workforce Strategy Themes

AHP Faculty Strategy

1. Addressing equality, diversity and inclusion

Increase representation

Champion a diverse, inclusive workforce

2. Supply

Address service demand

Expand entry routes

Make AHP an attractive career choice

Increase placement capacity

3. Retention

Care for those who care

Develop a talent pipeline

Champion the support workforce

4. Strengthening and promoting AHP Community

Raise the profile of AHPs

Integrate the AHP Faculty into the ICB

Value the AHP Workforce

Principles 1. Do it Once 2. Do at Scale 3. Increase impact.



AHP Faculty Strategy Priorities

1. Addressing Inequalities

- Develop careers promotion strategies with a focus on EDI
- Actively encourage allyship and becoming an active bystander
- Develop recruitment practices which are inclusive
- Actioning clear strategies based on evidence and needs of the system
- Aligning to wider system priorities for EDI

2. Supply

- Grow the Aspiring Allies campaign further
- Engage and support LEAP and organisations to increase AHP Placement Capacity
- Improve consistency in access to AHP Tariff and creation of AHP Practice Education role
- Initiate International recruitment collaborative approach
- Support best practice examples for : Apprenticeships, Return to Practice
- Workforce Modelling

3. Retention

- Develop preceptorship offer across the system and provider organisations
- Develop career frameworks and pathways
- Improve data and narrative regarding attrition
- Champion AHP Advanced Practice roles
- Support health and wellbeing
- Implement AHP Support Workforce National Framework

4. Strengthening and prompting AHP Community

- Increasing visibility and voice of AHPs
- Demonstrate the AHP offer
- Promotion and development of diverse AHP workforce
- Gain AHP Faculty sustainability





Developing the West Yorkshire AHP Faculty Workforce Implementation Plan

Implementation Plan – Addressing Equality, Diversity and Inclusion

Priority	Action
Develop careers promotion strategies with a focus on EDI	<p>Promote, develop and grow :</p> <ul style="list-style-type: none"> • Aspiring Allies Campaign – promoting role models, inspirational stories and representation across all protected characteristics • Workforce Ambassador Programme • Virtual Work Based Learning Programme • Multi-professional career events and fairs • AHP career promotion materials e.g. resource grab bags
Actively encourage allyship and becoming an active bystander	<p>Promoting access to reciprocal mentoring programmes</p> <p>Develop active bystander training within the system</p> <p>Use and promotion of Ramadan and Diet resource and Interfaith calendar</p> <p>Empower AHPs to be involved with organisation, professional bodies groups and forums relating to EDI</p> <p>Signpost to appropriate allyship training and resources</p>
Develop recruitment practices which are inclusive	<p>Promote the use and integration of the best practice guide to recruitment</p> <p>Complete equality impact assessment across all programmes</p> <p>Actively seek out Aspiring Allies inspirational stories of diverse leaders</p>
Actioning clear strategies based on evidence and needs of the system	<p>Share LGBTQ+ questionnaire results and action recommendations</p> <p>Share Disability and long term conditions results and action recommendations</p> <p>Create inclusive content throughout the Aspiring Allies campaign</p>

Implementation Plan – Supply

Priority	Action
Grow the Aspiring Allies campaign further	<p>Promote, develop and grow:</p> <ul style="list-style-type: none"> • Aspiring Allies campaign • Workforce Ambassador Network • Virtual Work Based Learning Programme • Multi-professional career events and fairs • Development of AHP career promotion materials e.g. resource grab bags • Promoting benefits of working in health and social care e.g. leave, maternity, pension
Engage and support LEAP and organisations to increase AHP Placement Capacity	<p>Increase consistency in offering alternative placement models such as leadership, research, education, role emerging, public health, digital or a blended approach</p> <p>Sharing best practice relating to practice education e.g. resources, webinars, forums</p> <p>Understand barriers to offering student placements by engaging with partner organisations</p> <p>Promotion of culture that 'Education is everyone's business' – increasing AHP Support Workforce and Management and Leadership clinical education roles and involvement in practice education</p>
Improve consistency in access to AHP Tariff and creation of AHP Practice Education role	<p>Share best practice examples</p> <p>Share business cases</p> <p>Develop case examples</p> <p>Develop system wide recommendations</p>

Implementation Plan – Supply

Priority	Action
Initiate International recruitment collaborative approach	<p>Initiation of collaborative approach to international recruitment for 10 Occupational Therapists and 12 Diagnostic Radiographers</p> <p>Develop pastoral support offer across the system</p> <p>Support Occupational Therapy Role Emerging Placement student project with IR focus</p>
Support best practice examples for Apprenticeships	<p>Share best practice examples such as business cases to cover backfill</p> <p>Enabling collaboration across Place to develop placement offers</p> <p>Link with West Yorkshire Apprenticeship Lead to support developments where needed</p>
Support best practice examples for Return to Practice	<p>Share best practice examples</p> <p>Link with Regional Return to Practice Lead</p> <p>Offer placements to all requests made within the system</p> <p>For all organisations to advertise their Return to Practice placements on NHS jobs, Trac, Trust website, social media</p> <p>To offer flexible opportunities/placements</p>
Workforce Modelling	<p>Develop robust use of ESR coding</p> <p>Develop consistent use of e-Product</p> <p>Promotion of job planning within organisations and teams</p> <p>Sharing best practice regarding developing business cases for the expansion of AHP roles</p>

Implementation Plan – Retention

Priority	Action
Develop preceptorship offer across the system and provider organisations	<p>Communicating National guidance for AHP Preceptorship</p> <p>Sharing best practice examples</p> <p>Develop, grow and promote AHP NHS Futures Collaborative Platform</p> <p>Collaborate across NEY to access shared resources</p> <p>Actioning outcomes from the Preceptee and Preceptor surveys</p>
Develop career frameworks and pathways	<p>Ensuring staff have the skills, experience and confidence to develop</p> <p>Defining the difference between bands and what development is needed to progress</p> <p>Develop a pool of AHP Leaders to offer leadership shadowing experiences</p> <p>Champion portfolio careers as an option for development</p> <p>Supporting organisations to develop HR practices which enable movement across organisations/secondments/rotations</p> <p>Champion Volunteer to Career pathways</p> <p>Explore competency frameworks to ensure a consistent approach</p>
Improving data and narrative relating to attrition	<p>Encourage development and review of exit interviews in each organisation</p> <p>Encourage stay interviews within partner organisations</p> <p>Encourage regular career conversations within partner organisations</p> <p>Encourage regular ESR data review within partner organisations</p>
Champion AHP Advanced Practice roles	<p>Supporting development of AHP Advanced Practice roles</p> <p>Signposting AHPs to the Advanced Practice Faculty, resources and webinars</p> <p>Support ongoing professional development of AHP ACP's</p>

Implementation Plan – Retention

Priority	Action
Support health and wellbeing	<p>Promote flexible working arrangements to be accommodated across the system</p> <p>Link with WY Working Carers programme and sharing of resources and support</p> <p>Develop, grow and promote Preceptorship collaborative space on NHS Futures with focus on health and wellbeing</p> <p>Organise and engage with events to promote health and wellbeing across the system e.g. AHPsActive, Park Run takeover</p>
Implement AHP Support Workforce National Framework	<p>Implementation of National Support Worker Framework</p> <p>Engagement with NEY Regional AHP Fellow leading on AHP Support Workforce Webinar Series</p> <p>Develop forum for discussion and support</p>

Implementation Plan – Strengthening and Promoting the AHP Community

Priority	Action
Increasing visibility and voice of AHPs	<ul style="list-style-type: none">Strengthen links with the West Yorkshire ICBDevelop, grow and promote Aspiring Allies campaignAligning AHP Faculty to ICB priorities and being clear in what we are able to offerDevelop AHP Day celebration eventActively engaging and working alongside other health and social care professionals
Demonstrate the AHP offer	<ul style="list-style-type: none">Sharing best practice examples and business casesEncourage engagement with professional bodies and specialist groupsCommunicate who the AHPs are and the value we bringUse of the Aspiring Allies campaign outside of the AHP community to communicate and market professions and valueEncourage providers at all levels from system to people to consider the skills they need rather than the profession they needEncourage AHPs in the system to consider whether non-AHP vacancies can be used differentlyOffer training around use of social mediaEncourage engagement with AHP audit/QI/research/links with HEIs

Implementation Plan – Strengthening and Promoting the AHP Community

Priority	Action
AHP Faculty sustainability	<ul style="list-style-type: none">Supporting AHP Council and development of new AHP leadership rolesDevelop business case for the sustainability of the AHP FacultyDevelop, promote and implement the West Yorkshire AHP Workforce strategyDevelop AHP Faculty executive summaryPresent and be a regular attendee at key ICB meetingsDevelop AHP Day celebration event including ICB stakeholdersEstablish and develop links with the ICBDevelop and maintain relationships with key stakeholders
Promotion and development of diverse AHP workforce	<ul style="list-style-type: none">Develop leadership development opportunities for under-represented groupsAdvocate for more AHPs in leadership rolesPromote, grow and develop the Aspiring Allies campaign