

Allied Health Professions Strategy

2019-2021



Forward

Welcome to Sherwood Forest Hospitals Allied Health Professionals (AHP) Strategy. I am extremely proud to work alongside such a wide range of AHPs to provide outstanding care to our patients and our local community.

The engagement events in the development of this strategy have brought together the 'AHPs into Action' framework and the Trust refreshed Strategy to provide the basis for this strategy. This strategy outlines the opportunities for delivery against each of Sherwood Forest Hospitals Strategic Objectives.

In partnership with our Associate Chief AHPs I am committed to support you in this journey.

I am proud to lead such a diverse professional group and I am excited to see how delivery of this strategy unfolds to support outstanding care for our patients and their loved ones.

Best Wishes

Suzanne

Suzanne Banks
Chief Nurse
Sherwood Forest Hospitals NHS Foundation Trust



We have identified a number of objectives across this strategy which as an AHP group, we commit into achievable actions. Where these are already in place we will celebrate and promote these and look to further enhance their value. There will be new opportunities to improve our services which we pledge to translate into tangible benefits and actions. We will provide regular forums to meet with each other and with the support of our other colleagues will deliver on the expectations expressed here.

As Associate Chief Allied Health Professionals we will bring this together as evidence of the progress we have made both leading up to and after publication of this strategy.

Carl & Kate

Carl Miller & Kate Wright
Associate Chief AHPs



I was delighted to read this new strategy for our Allied Health Professionals at Sherwood Forest Hospitals NHS Foundation Trust and to see its close relationship with our new overall strategy "Healthier Communities, Outstanding Care", which we launched in April 2019.

We are proud of our improvements over the last five years at Sherwood Forest Hospitals, and we recognise we can improve further. I believe good quality healthcare can only be delivered by focussing on the experience of people, be it patients and the public or the colleagues you work with. Our improvements have been achieved by two central commitments to people:

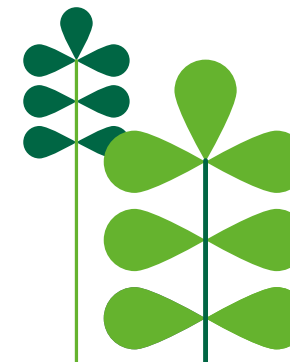
- We expect all patients to receive the same standard of care we would want our friends and family to have and
- We would like all colleagues to be treated with the same values we believe are important; support kindness and respect.

A healthcare strategy which has people central to it must fully recognise and appreciate the contribution of AHPs. AHPs are nationally the second largest workforce within the Health and Social care system and AHPs are important friends and colleagues to the improvements delivered so far, and the improvements we have planned for the future at Sherwood.

Thank you to all the Allied Health Professionals at Sherwood and beyond – I am very grateful for your contributions.

Richard

Richard Mitchell
Chief Executive Officer
Sherwood Forest Hospitals NHS Foundation Trust



Introduction

We are privileged and excited to introduce our Allied Health Professional (AHP) strategy for Sherwood Forest Hospitals. This strategy has been developed over a number of months through a series of engagement sessions, workshops, interactions and comments from the full range of our AHP colleagues.

We have directly consulted with over 200 staff which equate to 50% of our AHP workforce. The objectives have been developed from the direct contributions made by everyone who shared their thoughts and ambitions for the future of our patients and AHPs at Sherwood Forest Hospital.

AHPs are nationally the second largest workforce within the Health and Social care system and have a significant role to play in the future delivery of integrated patient care within the NHS. NHS Chief Executive, Simon Stevens says “We need to harness the energy and expertise of AHPs across the country to ensure that our Health Services are sustainable over the next decade.”

Both the NHS Long Term Plan and the Interim NHS people plan (2019) recognise that AHPs are already working independently across a spectrum of care and provide significant support to the demands of the NHS. The National Workforce group are working on recommendations that AHPs can support ‘whole system flow’. AHPs are essential to the transformation of the future NHS in order to achieve sustainable delivery of healthcare.

Suzanne Rastrick, Chief Allied Health Professional Offices, NHS England 2019 said: “The NHS long term plan very much sees the Allied Health Professions as intrinsic to improving care. With leadership and support from AHPs we will maximise the benefits for our patients and population.”

Locally, Healthcare Providers have come together as an Integrated Care System (ICS) with a shared vision to deliver sustainable, joined-up high quality health and social care services that maximise the health and wellbeing of the local population, improve the care provided and tackle the growing pressure on budgets.

To achieve these shared goals, AHPs need to continue to work collaboratively and beyond our traditional boundaries. This is articulated in a framework document published in 2016, ‘AHPs into Action’. It informs and inspires the system about how AHPs can best be utilised and support future healthcare and wellbeing service delivery. It has inspired organisations to invest in their AHPs in ways they have not done before.

Allied Healthcare Professionals (AHPs)

Image too low res



Allied Health Professional (AHPs) work in the diagnosis in treatment and rehabilitation and health promotion to prevent accident or illness, self-help and independence.

AHPs have professional titles recognised by NHS England and protected by law.

AHPs are registered with the Health and Care Professions Council (HCPC).

In addition other staff groups which are not directly employed at the Trust are Art Therapists, Chiropodists, Podiatrists, Clinical Psychologists, Prosthetists, Social workers (in England) and Speech and Language Therapists.

Whilst NHS England defines the AHP exclusively relating to the area of regulation, at Sherwood Forest Hospitals we have adopted an inclusive approach. In developing this strategy other groups including our Assistants and the Chaplaincy Department have made a valuable contribution to the final content.

Within the group of 16 professions identified by the HCPC, AHPs directly employed by the Trust include:

Biomedical Scientists

Clinical Scientists

Dieticians

Hearing Aid dispensers

Occupational Therapists

Operating Department Practitioners

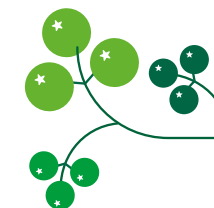
Orthoptists

Orthotists

Paramedics

Physiotherapists

Radiographers





Care values

The Trust's CARE values underpin this strategy and run throughout. All Trust colleagues are expected to live these values whilst carrying out their roles at the Trust and they are embedded into our ethos and culture.

Sherwood Forest Hospitals Strategy – Healthier Communities Outstanding Care

Sherwood Forest Hospitals NHS Foundation Trust strategy describes our objectives, expectations and intentions as an organisation and aims to further strengthen our partnerships with health and social care to improve care for the people of Nottinghamshire. This strategy contributes to this, pledging to support our workforce to provide safe, personalised care to local people with the commitment that every patient should expect to receive outstanding care at any one of our hospitals.

We aim to enable our collective voices to be heard in every patient experience at Sherwood Forest Hospitals.

Overview

Vision:
Healthier communities
and outstanding care for all

Strategic Objectives

To provide outstanding care

To promote and support health and wellbeing

To maximise the potential of our workforce

To continuously learn and improve

To achieve better value

Over the next five years we will...

1. Give patients, carers and families a positive experience
2. Provide safer and clinically effective care
3. Improve coordination across health and social care

1. Support people to have healthier lifestyles
2. Help to improve mental wellbeing including reducing loneliness
3. Work with partners to reduce health inequalities for those in greatest need

1. Attract and retain the right people
2. Have an engaged, motivated and high performing workforce
3. Develop and nurture our teams of colleagues and volunteers

1. Adopt evidence-based best practice
2. Make the best use of information and digital technology
3. Use research, innovation and improvement for the benefit of our communities

1. Become financially sustainable
2. Work with our partners across Nottinghamshire to deliver efficiencies
3. Maximise the use of all our resources

Values

1
Communicating and working together

2
Aspiring and improving

3
Respectful and caring

4
Efficient and safe

Foundations:

Partnership: Working with health and social care partners, including primary care, patients, carers, the voluntary sector, the public and of course SFH colleagues

Culture: Embedding our values and behaviours and promoting an open and inclusive culture that embraces diversity

Strategic Objective 1

Provide outstanding care

We remain committed to providing the best care for users of our specialist areas in all patient interventions. In doing so we shall work closely with our colleagues across the health system to deliver safe, co-ordinated, holistic and outstanding patient care.

As AHPs our commitment is to:

- Ensure patients are at the centre of everything we do. We will actively engage, listen and learn. We will lead change in response to patient and carers experience, recognising the value of patient leadership within our healthcare system.
 - Understand and know what outstanding services look like and strive to achieve this. We will celebrate, share, learn and showcase services that achieve and maintain this standard of excellence.
 - Act as the patient advocate, always involving the patient, family members and/or carers in decisions about their treatment and care goals.
- Deliver standardised best practice care to reduce the risk of harm to our patients and where intervention is required, protect current health.
 - Achieve best outcomes for our patients by collaborating with our partners to work across traditional boundaries within the integrated care system.
 - Ensure AHPs are involved in service development, winter planning and the design of services.
 - Reduce variation of care delivered by reviewing 7 day services across the AHP professions.



Strategic Objective 2

Promote and support health and wellbeing

We will continue to contribute to the physical and mental health and wellbeing of our staff, patients, their families and wider community. We pledge to promote healthy environments and discussions to enable people to lead full and healthy lives through informed choice.

As AHPs our commitment is to:

- Recognise that the community we serve as healthcare providers, includes our own workforce. We will listen to our colleagues and promote a culture which supports the Trust objective to value the physical and mental wellbeing of all our staff.
- Encourage a culture of staff behaving in accordance with the Trust CARE values.
- Support and educate people especially those with long term complex conditions, enabling self-care, improving population health and reducing the requirement for crisis management.
- Promote and maximise opportunities to 'Make Every Contact Count'. Interactions will add value to the immediate need whilst recognising the wider future health of our patients and staff.
- Proactively monitor and focus interventions at the earliest point to prevent deterioration of physical and mental health and wellbeing.



Strategic Objective 3

Maximise the potential of our workforce

We will celebrate our diversity, share our outstanding practice and value the contribution we all have to offer. We will develop our workforce to have the expert knowledge and skills which will make sure patients meet and exceed their care goals. We will become an exceptional employer of a motivated, high performing and valued workforce.

As AHPs our commitment is to:

- Support all staff to maximise their potential to become the best they can be
- Value inspiration and talent and listen to our staff, creating opportunities for development inclusive of all staff.
- Ensure our staff have the skills required to do their job, have regular continual professional development opportunities and have meaningful annual appraisals
- Celebrate our professions successes and share good practice across the multi professional teams.
- Recognise the added value delivered by our support staff who enhance patient care and experience.
- Actively participate in the design of clinical pathways as part of the Integrated Care System (ICS) for Nottinghamshire. Ensure AHP involvement and AHP led services are understood and considered as part of the patient journey and needs.
- Identify areas where we can extend traditional roles into advanced clinical practice assuring patients see the right person in the right place at the right time. Enhance working relationships with our colleagues; support the delivery of the Trust care values, and as AHPs, ask, what can we do to help.



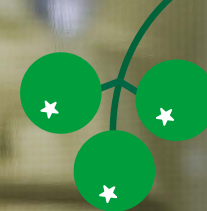
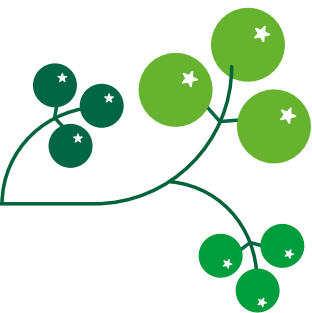
Strategic Objective 4

Continuously learn and improve

We are committed to continually find new and innovative practice through technology, research, clinical audit and quality improvement to benefit patients and staff. Our future contribution will be guided by evidence based practice, continuous learning and enhanced working relationships. This will shape our AHP response to the NHS Long term and People Plans.

As AHPs our commitment is to:

- Use evidence based practice through clinical audit and research to seek to advance service development with a focus on maximising patient outcomes.
- Increasingly look toward innovative practice and technologies, which will support the clinical expertise of our workforce to aid and improve patient outcomes.
- Increase the awareness and understanding of AHP roles and how this contributes to outstanding care.
- Ensure opportunities exist to support AHPs into clinical and non- leadership positions.
- Create and harness a positive learning environment, acting and responding to staff and student feedback.
- Develop an AHP learning forum to showcase outstanding practice and innovative ways of working.



Strategic Objective 5

Achieve better value

We will continually review our practice and embrace change. We will strive to achieve efficiencies in order to directly benefit outstanding patient care. We will focus and proactively manage our skills to safely and effectively improve the experience all of our patients receive.

As AHPs our commitment is to:

- Contribute to reducing hospital length of stay by developing and implementing robust patient pathways.
- We will up-skill and extend AHP roles to support a changing NHS in service areas traditionally delivered by other healthcare professionals. This will support recruitment and financial challenges seen across the Integrated Care System.
- Continue to review recruitment and retention initiatives to ensure our teams remain innovative and inspirational.
- Introduce job planning in order to reduce variation and maintain standards.
- Support the development of professional apprenticeship schemes by working in collaboration with the AHP Nottinghamshire Cabinet, educational organisations and Integrated Care System strategic workforce group.
- Ensure our patient stay is managed effectively to ensure our services remain sustainable.



Glossary of terms

Biomedical Scientists and Clinical Scientists

Biomedical scientists carry out a range of laboratory and scientific tests to support the diagnosis and treatment of disease, and around 80% of diagnoses require biomedical scientists. If you have ever had urine, blood, tissue or another sample taken, the chances are that it will have been analysed by a biomedical scientist.

Clinical Scientists play an important role in the prevention, diagnosis and treatment of a wide range of diseases, illness and medical conditions. At SFH they work in a laboratory environment, performing complex data analysis and using software to analyse tests and results. They provide specialist advice, such as appropriate testing methods, or the interpretation of results. Clinical scientists have a fundamental role in research.

Chaplaincy

The chaplaincy team provide spiritual care that is compassionate and respectful to patients and their visitors, staff, carers and volunteers irrespective of their faith or spiritual tradition, including those who do not profess any particular affiliation.

We offer a listening ear and sensitive support for those of any faith and for those who do not have religious beliefs, always respecting your own life situation.

The help we offer is confidential, non-judgmental, sympathetic and often practical. For some this will be support for religious needs such as prayers, a service of blessing or baptism or helping you make contact with your faith community. For others it might be a chat, a safe place to share concerns, explore questions or reflect on decisions. For many it will mean support by just being there at their times of need.



Dieticians

Dieticians are the only health professionals qualified to diagnose and treat nutritional complications. They use the latest scientific research to support patients to manage nutritional issues. Dieticians see both adult and paediatric patients as inpatients, outpatients and in group settings, treating people with a wide range of clinical conditions. Our aim is to ensure all patients' nutritional needs are appropriately met to support their overall health.



Hearing Aid Dispensers

Hearing aid dispensers are fully qualified clinicians who work independently to assess hearing, advise on hearing care and where necessary, supply and fit hearing aids and other communication devices. They also provide the aftercare for hearing aids.

Occupational Therapists

Occupational therapy takes a "whole-person approach" to both mental and physical health and wellbeing and enables individuals to achieve their full potential. Occupational therapists provide

practical support to empower people to facilitate recovery and overcome barriers preventing them from doing the activities (or occupations) that matter to them. This support increases patient's independence and satisfaction in all aspects of life.

Operating Department Practitioners

Operating department practitioners (ODPs) are a vital part of the multidisciplinary operating theatre team, providing a high standard of patient-focused care during anesthesia, surgery and recovery, responding to patients' physical and psychological needs.

Operating department practitioners (ODPs) they work alongside anesthetists to support the safe management of anesthetics, prepare and assist during surgical procedures and medical interventions, and provide recovery care for patients following surgical procedures. ODPs have several options for career development and can progress through to management, including operating department management. There are also options for working within education, research and advanced practice. Experienced ODPs can take further training to become a surgical first assistant, assisting the surgeon at the operating table or the next level up to surgical care practitioner. There is an option to train as a physician's assistant, with the responsibility of performing tasks and procedures under the supervision of a doctor or other medical professional.



Orthotists

Orthotists are clinicians who provide gait analysis and utilise engineering solutions in the form of bodily worn devices. They are extensively trained at undergraduate level in mechanics, biomechanics, and material science along with anatomy, physiology and pathophysiology. Their qualification makes them competent to design and provide bodily worn devices that modify the structural or functional characteristics of the patients' neuro-muscular and skeletal systems.

Orthotists trained in the U.K. have a dual qualification in both Prosthetics and Orthotics. They also are qualified to modify CE marked Orthoses/componentry taking responsibility for the impact of any changes.

Orthoptists

Orthoptists see patients with a wide range of conditions affecting their vision. They are the experts in diagnosing and treating defects in eye movement and problems with how the eyes work together, called binocular vision. These can be caused by issues with the muscles around the eyes or defects in the nerves enabling the brain to communicate with the eyes.

They also commonly work with patients with neurological conditions, such as stroke, brain tumours or multiple sclerosis, as part of a wider multi professional team.

Orthoptists are trained to offer a range of treatments in the management or correction of these conditions. This may include eye patches, eye exercises, prisms or glasses and provide advice for the visual and general rehabilitation of these patients.

Paramedics

Paramedics provide specialist care and treatment to patients who have been involved in accidents, emergencies or other crises. Paramedics need the ability to make swift decisions and stay calm and are typically one of the first healthcare professionals to arrive at the scene of an emergency. They work mainly as part of emergency medical services, most often in ambulances. The scope of practice involves autonomous decision making around the emergency care of patients. Roles have now developed from paramedic to specialist, advanced and consultant paramedic posts. At Sherwood Forest Hospitals our paramedics work in advanced practice in a number of clinical areas.



Physiotherapists

Physiotherapists are practitioners with expertise in the use of physical and psychosocial approaches to rehabilitation, in order to optimise independence and improve quality of life. Physiotherapy is a science based profession and takes an evidence based approach to 'whole person health and wellbeing'. Physiotherapists use a range of interventions including movement, physical activity, manual therapy, education and advice. They work across a whole range of disciplines providing in-patient and out-patient Physiotherapy. At Sherwood Forest Hospitals, we also have a highly skilled workforce of Therapy assistant to support delivering high quality Physiotherapy patient care.

Radiographers

Diagnostic radiographers use a range of the latest technology and techniques to produce and interpret high-quality images of the body during screening, diagnosis, treatment and monitoring of trauma and disease processes.

They work as part of a team together with assistant practitioners, radiologists and support workers to provide person-centred support and care for patients. Radiographers are clinical practitioners, managers, leaders, researchers and educators.

Radiographers provide imaging using x-ray to look through tissues to examine bones, cavities and foreign objects, fluoroscopy to see real time images of organs within the body including blood vessels, computed tomography or CT which provides cross-sectional data to create 2D and 3D images of the body, magnetic resonance imaging or MRI to build a 2D or 3D map of the different tissue types within the body, radioactive material can be used by radiographers to look at function in nuclear medicine and ultrasound to view internal organs, the circulation and in antenatal work."

Notes



If you would like this information in an alternative format, for example large print or easy read, or if you need help with communicating with us, for example because you use British Sign Language, please let us know. You can call the Patient Experience Team on **01623 672222** or email **sfh-tr.PET@nhs.net**.

Sherwood Forest Hospitals NHS Foundation Trust
King's Mill Hospital
Mansfield Road
Sutton in Ashfield
Nottinghamshire
NG17 4JL

 01623 622515

 www.facebook.com/sherwoodforesthospitals/

 @SFHFT

www.sfh-tr.nhs.uk

