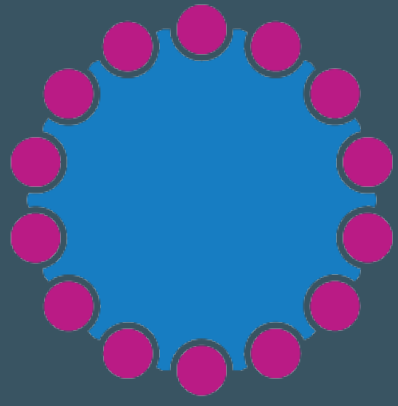
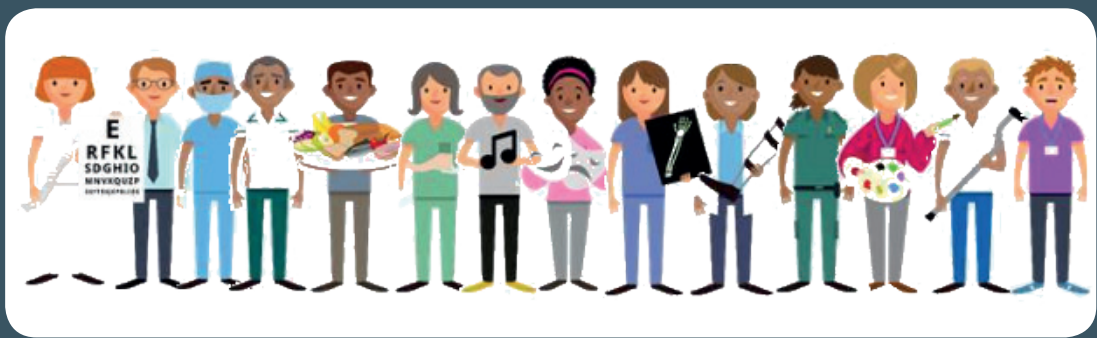


GREATER MANCHESTER ALLIED HEALTH PROFESSIONS STRATEGY

2019 - 2022



“I am delighted to support the first GM AHP strategy. As with our vision for GM, the strategy is ambitious and aims to harness the unique skills of our AHPs. It is pleasing to see that the strategy describes the building blocks which will ensure that our AHPs are integral to transforming our public services and tackling the biggest issues affecting our health and wellbeing.”

Jon Rouse,
Chief Officer,
Greater Manchester Health & Social Care Partnership

“I welcome the Greater Manchester Allied Health Professions strategy, which clearly aligns to the needs of their health and social care system whilst maintaining links to the national AHP framework AHPs into Action. The Greater Manchester Allied Health Professions strategy, provides AHPs across Greater Manchester a clear vision for AHP services wherever they are delivering taxpayer funded care, be that in health, social care, housing, criminal justice or education. It harnesses the diversity and capability of AHPs, critical and integral to successfully delivering the ambitions of the Greater Manchester Health and Social Care Partnership.”

Suzanne Rastrick,
Chief Allied Health Professions Officer (England)

STRATEGY AT A GLANCE

Our 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.

Allied Health Professions (AHPs):

- [Art Therapists](#)
- [Dramatherapists](#)
- [Music therapists](#)
- [Podiatrists](#)
- [Dietitians](#)
- [Occupational therapists](#)
- [Operating Department Practitioners](#)
- [Orthotists](#)
- [Osteopaths](#)
- [Paramedics](#)
- [Physiotherapists](#)
- [Prosthetists and Orthotists](#)
- [Radiographers](#)
- [Speech and language therapists](#)

Source: NHS England - May 2019

Our aims:

- Inspire the GM population to embark on AHP careers to promote diversity and optimise retention to stimulate growth of the workforce
- 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
- For AHPs to support the development and delivery of high-quality integrated care that is responsive and close to home
- Scope GM AHP leadership and promote the benefits AHP leadership brings to organisations and the system
- To ensure that AHPs are utilised effectively and to their maximum potential in GM

Strategy purpose:

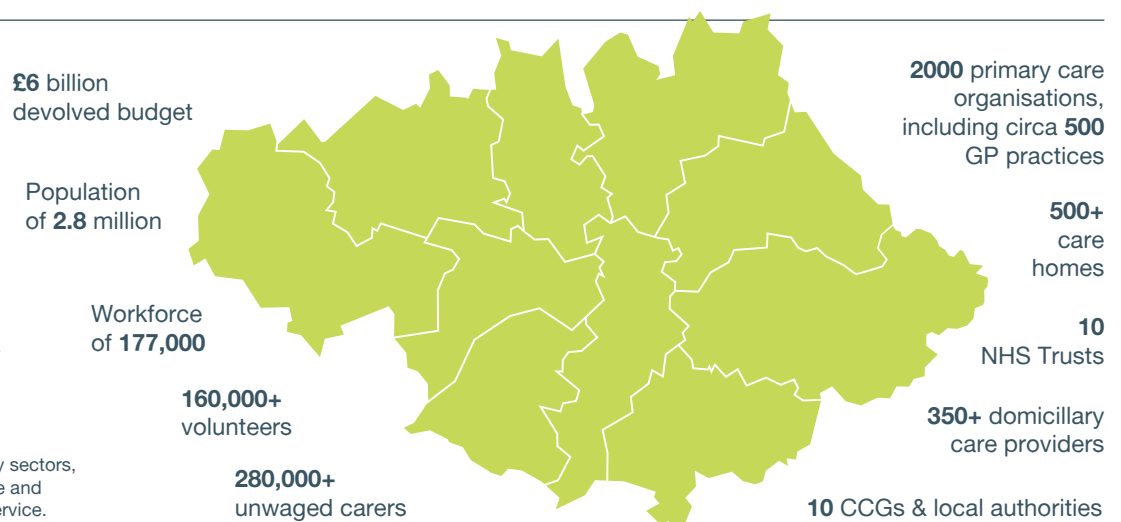
1. Provide a simple and clear framework for all AHPs in GM to align and contribute to the work of GM and its ambition to achieve the greatest and fastest possible improvement to the health and wellbeing of the region
2. Maximise the impact AHPs can have in addressing the NHS Long Term Plan (LTP), Interim People Plan (IPP), the GM strategic workforce priorities, GM transformation themes and AHPs into Action
3. Ensure that GM provides a workforce which meets the needs of its service users by ensuring there is a sustainable supply of AHPs in GM

Our themes:

- Growing and retaining our own AHPs
- Filling difficult gaps
- Quality care and wellbeing
- AHP leadership & talent development
- AHP productivity & efficiency

The Greater Manchester health and care workforce

Source: Greater Manchester Health and Social Care Partnership – May 2019



*Supported by community and voluntary sectors, Healthwatch, Greater Manchester Police and Greater Manchester Fire and Rescue Service.

INTRODUCTION

Allied Health Professions (AHPs) are the third largest professional group in the NHS. They are highly skilled, autonomous, registered professionals who form a key part of care delivery across a range of settings such as hospitals, community, housing, justice, education, private and voluntary services. There are 5184 (4474 FTE) AHPs and 740 (616 FTE) AHP support staff working across Greater Manchester (GM). They work closely with other professions and agencies to provide person centred, holistic, integrated care, working within and across boundaries to improve health and wellbeing and outcomes of care for people with co-morbidities.

Greater Manchester AHPs are notable for a number of reasons. GM AHPs are recognised nationally and internationally for AHP education excellence, best practice in healthcare and innovation (see right). This strategy aims to build on that great foundation by ensuring that all GM localities and neighbourhoods in GM benefit from and build on this. GM AHPs are well placed to operate at system, locality and neighbourhood level and will work collectively to achieve the Greater Manchester Health and Social Care Partnership (GMHSCP) vision at each of these levels and at scale where it makes sense to do so. AHPs offer us a unique opportunity to reform how we deploy and deliver services. Their skills and capabilities will enable us to be able to address a range of challenges. This will help us better serve neighbourhoods and localities, particularly in a time where we have some significant workforce challenges in our health and care services. This is in line with the Greater Manchester vision (supported by the GM Mayor) for a public service which is unified and serves its population as a single entity.

Greater Manchester AHP excellence:

- ✓ a fully engaged and well-led ICS AHP workforce
- ✓ the only centre for AHP doctoral training in the UK
- ✓ the first AHP associate role development project
- ✓ innovative approaches to promoting AHP careers using digital solutions
- ✓ good practice examples in AHP international recruitment
- ✓ AHP engagement in leading work in cancer prehabilitation
- ✓ our therapeutic radiographers working in the first NHS high energy proton beam therapy centre in the UK
- ✓ the centre ranked first in the UK for radiography research
- ✓ the largest provider of AHP training in the UK and only provider of prosthetics and orthotics training in England
- ✓ AHP involvement in collaboration between NHS and elite sport at the Manchester Institute for Health and Performance to provide enhanced rehabilitation for survivors of the Manchester Arena bombing

Source: Greater Manchester Health and Social Care Partnership (produced in collaboration with GM AHPs)



PURPOSE OF THE STRATEGY

The purpose of the strategy is to:

1. provide a simple and clear framework for all AHPs in GM 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. maximise the impact AHPs can have in addressing the NHS Long Term Plan (LTP), Interim People Plan (IPP), the GM strategic workforce priorities, GM transformation themes and AHPs into Action
3. ensure that GM provides a workforce which meets the needs of its service users by ensuring there is a sustainable supply of AHPs in GM

HOW THE STRATEGY WAS DEVELOPED

This strategy has been developed in collaboration with GM AHP representatives from a range of organisations including healthcare providers and higher education institutions. More than 140 AHPs and stakeholders were engaged in a workshop facilitated by an independent strategy expert during GMHSCP's first AHP engagement event in November 2018. AHPs identified challenges and priorities for AHP in GM. This was followed up by an additional workshop in February 2019 to refine the themes. Representatives from these workshops formed a group to draft the strategy and map the themes against the GM strategic workforce priorities and GM transformation themes ([see appendix](#)). The strategy is made up of the following:

- Issues generated by AHPs and other stakeholders which were 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](#); which is the national framework and strategy focusing on the role of Allied Health Professions (AHPs) in transforming health, care and wellbeing.

The strategy was approved by the GM AHP Workforce Group before circulation to GMHSCP forums culminating in approval at the GMHSCP Strategic Workforce Collaborative Board in August 2019.



BACKGROUND

In 2018 GM health and social care partners recognised that the AHP workforce needed focused attention for a number of reasons: AHPs are often talked about as the solution to many health and social care system challenges through transformation and this is reflected in the NHS Long Term Plan. GM needed to better understand its current AHP workforce and its desired AHP workforce requirements in the context of other health and social care professions, to gain a multi-professional workforce view to inform future AHP supply including the potential to develop new roles, new ways of working and opportunities to upskill AHPs to extend their scope of practice. In some instances, it may be possible to balance under supply of one particular group with an oversupply of others where services would allow. A focused effort

in this area could accelerate the implementation of workforce transformation where specific workforce shortages exist.

The GM AHP workforce programme has been active since June 2018. The programme was supported by the GM AHP workforce lead and delivered by GM leaders nominated by GMHSCP partners including NHS Trusts and higher education institutions. The GM AHP programme reported to the GM Delivery Group, which is coordinated through the GM PMO for Nursing, Midwifery and AHPs, hosted at Manchester University NHS Foundation Trust. In 2018/19 the following outcomes and outputs were achieved, building a foundation for future work and improvement:

Successes of the GM AHP Programme



OUR VISION FOR AHPS IN GREATER MANCHESTER

Our aim is to help AHPs in GM understand the direction of travel so that they can align their efforts and realise greater collaboration and impact. The following vision shows how AHPs will contribute to delivery of the GMHSCP 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.

The following themes, aims and actions were generated by GM AHPs to support delivery of annual programmes of work. The themes reflect the GM transformation themes and workforce priorities and are then translated into what we intend to achieve (aims) and in turn the actions we will take to achieve our vision. Indicative timeframes are included. They are indicative because they will be delivered through an incremental approach through annual programme plans, therefore later dependent on earlier outcomes. We aim for the strategy to utilise an agile approach but the annual programmes to detail specific in year outcomes and timeframes.



OUR PRIORITIES

Themes	Aims	Actions	Timeframe		
			Year 1	Year 2	Year 3
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.		→	
Filling difficult gaps	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.	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.	→	→	→

OUR PRIORITIES (continued)

Themes	Aims	Actions	Timeframe		
			Year 1	Year 2	Year 3
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 <u>social prescribing</u> 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.	→	→	→
AHP leadership & talent development	Scope GM AHP leadership and promote the benefits AHP leadership brings to organisations and the system.	Develop mechanisms so that AHPs are able to contribute to decision making in service transformation.		→	→
		Reflect to GM what good provider and STP/ICS leadership looks like and support improvements.	→		
		Ensure AHPs in GM understand leadership and talent development opportunities.		→	→
		Develop AHP clinical academic careers.			→
		Develop AHP advanced clinical practice & consultant roles.	→	→	→
		Support AHP leaders and aspiring leaders to effectively work at system, locality and neighbourhood level by providing development opportunities.	→	→	→
		GM AHPs will support delivery of the GM sustainability plan by developing sustainability priorities for GM AHPs	→		
AHP productivity & efficiency	To ensure that AHPs are utilised effectively and to their maximum potential in GM.	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.		→	→

HOW WILL WE DELIVER THE VISION?

GM AHP Council

An AHP Council will be established to deliver the AHP strategy for GM and to provide a single point of access for GM AHP leadership, expertise and local intelligence. It will build on the work of and replace the GM AHP Workforce Group, which has provided expertise to deliver GM workforce priorities and support transformation since 2018. The Council will be comprised of senior AHP partners in provider organisations and higher education institutions. We will endeavour to engage all of the Allied Health Professions in the work of the Council and work closely with the AHP leads in each arms-length body i.e. Health Education England, NHS England/Improvement and Public Health England, making use of their [support offers](#).

The Council's key aim will be to deliver the GM AHP strategy, provide AHP advice and leadership to GM and influence the system and in turn deliver the GMHSCP vision. It will provide an AHP perspective and contribution, ensuring that this diverse group of professions is integral to decision-making in GM by providing appropriate AHP representation in relevant GM work streams. It will support the delivery of the workforce priorities and delivering service transformation through the GM AHP strategy.

Council members will be offered a development session to support them to operate at system, locality and neighbourhood levels.

GM AHP network

The work of the Council will be supported by a wider network of AHPs across GM connecting and sharing with all providers and stakeholders. We will engage the network primarily through monthly AHP briefings which will include updates of the work of the Council and relevant GMHSCP information plus requests for AHPs to engage in the work of the Council. The Council will aim to ensure as many AHPs as possible understand the AHP strategy and what is required to operationalise the actions and in turn engage as many AHPs as possible in the programme delivery. This will be supported by the GM AHP social media account.

Reporting arrangements

The GM AHP Council will report to the GMHSCP Strategic Workforce Collaborative Board via the GM Delivery Group and will provide a quarterly report of progress against the strategy aims. It will support communication with arms-length bodies and facilitate participation in national projects relevant to GM. It will develop mechanisms to share outputs of its work to promote engagement and ensure efficient and effective use of AHP resources for the population of GM.

Annual AHP programme planning

A programme plan will be developed annually by the GM AHP Council which will detail the measurable objectives and outcomes for that year in line with the strategy themes. The Council will be responsible for delivery of the programme plan.



NEXT STEPS

Following the launch of the strategy the GM AHP Workforce Group will take steps to establish a GM AHP Council by December 2019. This will replace the GM AHP Workforce Group. The Council will then develop a GM AHP annual programme plan for

2020/21. Both will be submitted to the GM Delivery Group and GM Strategic Workforce Collaborative Board for approval. Regular updates will be provided to GM AHPs.



APPENDIX

Greater Manchester Health and Social Care Partnership Transformation themes:



Workforce priorities:

The Workforce Programme



GET IN TOUCH

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www.gmhsc.org.uk