Supporting the health and care system to realise the potential of Allied Health Professionals (AHPs)

Dr Joanne Fillingham
Clinical Director AHPs and Deputy Chief AHP Officer

06 September 2017

#kfahps #AHPsintoAction
Key Priorities

- Five year forward view - FYFV
- Leading change; Adding Value
- Operational Productivity - Carter report
- AHPs into Action

These reports highlight:
- The value and contribution of Nurses, Midwives, AHPs and wider multi professional teams in delivery safe, high quality care.
- Leadership and delivery of key objectives for the future sustainability of the NHS.
- Opportunities to optimise use of resources including procurement.
- Improvement in deployment of staff to deliver high quality and reduce omissions and errors.
- Delivering evidence based practice to reduce unwarranted variation in clinical care to ensure high quality services and efficient use of resources.
- Best practice, innovative case examples vital for transformational change.
The themes of the 2020 objectives - delivering the improvements the NHS needs by supporting providers with...

Leadership and Improvement Capability
Building and maintaining capability to deliver sustainable services

Quality
Continuously improving quality of care, helping to create the safest, highest quality health and care service

Finance and use of resources
Balancing provider finances and improving productivity

Operational performance
Improving and sustaining performance against NHS Constitution standards

Strategic change
Ensuring every area has a clinically, operationally and financially sustainable pattern of care
How will NHSI & wider ALBs support the delivery of.....

#AHPsintoAction

.......across provider organisations?

Allied Health Professions into Action

Using Allied Health Professionals to transform health, care and wellbeing.

2016/17 - 2020/21

#AHPsintoAction
AHPs into Action
Using Allied Health Professionals to transform health, care and wellbeing.

**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.

#AHPsIntoAction
“Our collective commitments and priorities will deliver significant impacts for patients, their carers, communities and populations”.

Our 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.
Priority one
AHPs can lead change.

“..recognition that AHPs can be effective leaders at all levels and in all sectors”.
‘At the top and at the table’. ‘An access gap rather than an engagement gap'.

Forward-thinking orgs see AHP leadership as crucial for more care in community, says @jkfillingham
kingsfund.org.uk/blog/2017/07/r...
#AHPsintoAction
23/07/2017, 11:05
64 Retweets 68 Likes

Wider professional groups as part of multidisciplinary teams crucial to care delivery @jkfillingham
kingsfund.org.uk/blog/2017/07/r...
#AHPsintoAction
21/07/2017, 18:30
30 Retweets 46 Likes
Newly emerging roles
Director of AHPs/Therapies

Job Reference: 346-CORP-119-17

Tees, Esk and Wear Valleys NHS Foundation Trust

Director of Therapies

Job Type: Permanent
Working pattern: Full time 37.5 Hours per week
Pay Scheme: Agenda for Change
Pay Band: 6
Staff Group: Additional Professional Scientific & Technical
Specialty/Function: Psychiatric Directorate Management

Salary: £76,415 to £100,431 pa

We are one of the largest specialist mental health and learning disabilities trusts in the country, with an annual income of £320m and a workforce of some 6,700 staff operating from around 160 sites in Durham, Teesside, North Yorkshire and York and Selby. We provide a range inpatient and community services to 2m people living in County Durham, the Tees Valley, Scarborough, Whitby, Ryedale, Harrogate, Hambleton and Richmondshire. We also provide additional specialist services to other parts of Northern England.
Developing People - Improving Care

• Leaders equipped to develop high quality local health and care systems in partnership
• Compassionate, inclusive and effective leaders at all levels
• Knowledge of improvement methods and how to use them at all levels
• Support systems for learning at local, regional and national levels
• Enabling, supportive and aligned regulation and oversight

Source: https://improvement.nhs.uk/resources/developing-people-improving-care/
Priority two

AHPs skills can be further developed.

“To achieve the FYFV’s ambitions, a broader multi-professional workforce is required”.

AHPs into Action recommendation: Assess workforce utilising the guidance.

State of readiness for future care

- Unique selling point.
  What can members of your profession do that no one else can do?

- Extending skills and knowledge to improve service efficiency and outcomes.
  What tasks/roles do other professionals perform that members of your profession could do?

Values and Behaviour

- Enhancing the skills of others to improve outcome.
  What skills and knowledge can members of your profession develop in others? (with safe delegation and training).

- Shared skills/knowledge.
  What are the generic skills and competencies that your profession and other professions have which can enhance patient experience.
AHPs at Essex Partnership University NHS FT utilising the tool to identify their transformative potential for Bedfordshire, Luton and Milton Keynes STP.

Extending skills and knowledge to improve service efficiency and outcomes.

What tasks/roles do other professionals perform that members of your profession could do?

- Prescribing
- Ultrasound diagnosis
- Vascular reviews
- Injection therapies
- Triage earlier in pathways
- Falls footwear
- Frailty
- Acute care/comparesion
- Orthotic TCC
- Psychology (outcome, compliance, etc.)

State of readiness for future care

Unique selling point
1. Assess and manage nutrition related concerns.
2. Identify nutrition as a priority

Values and Behaviour

Extending skills and knowledge to improve service efficiency and outcomes
1. Incorporating physical activity into nutrition care plans to build strength
2. Prescribing

Enhancing the skills of others to improve outcomes
1. Training to care home staff
2. Pharmacy follow-up for prescriptions of oral nutritional supplements

Shared skills/knowledge
1. Community ward rounds
2. Shared records
Great piece of work Jo
Well done

We’ve used the state of readiness model on page 43 with the clinical nurse specialists as we conducted a service review. It really helped them to focus on their USP as well as their inter professional role
Next step is to roll it out for other staff groups
Priority three
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”.
“There is very little systematic information available to describe the quality of care delivered by AHPs”.

“We have highlighted the need to develop information systems that adequately capture consistent and comparable information on all aspects of the quality of AHP care”.

Quality Watch 2012

Focus on: Allied health professionals
Can we measure quality of care?

Holly Dorning and Martin Bardsley
September 2014

The Health Foundation | nuffieldtrust
Shared commitment to quality from the National Quality Board 2015

A single shared view of quality

High-quality, person-centred care for all, now and into the future

The NHS Five Year Forward View confirms a national commitment to high-quality, person-centred care for all and describes the changes that are needed to deliver a sustainable health and care system.

For people who use services
Building on our existing definition of quality, the areas which matter most to people who use services:

- **Safety**: people are protected from avoidable harm and abuse. When mistakes occur lessons will be learned.

- **Effectiveness**: people’s care and treatment achieves good outcomes, promotes a good quality of life, and is based on the best available evidence.

- **Positive experience**:
  - **Caring**: staff involve and treat you with compassion, dignity and respect.
  - **Responsive and person-centred**: services respond to people’s needs and choices and enable them to be equal partners in their care.

For those providing services:

We know that to provide high-quality care, we need high performing providers and commissioners working together and in partnership with, and for, local people and communities, that:

- **Are well-led**: they are open and collaborate internally and externally and are committed to learning and improvement.

- **Use resources sustainably**: they use their resources responsibly and efficiently, providing fair access to all, according to need, and promote an open and fair culture.

- **Are equitable for all**: they ensure inequalities in health outcomes are a focus for quality improvement, making sure care quality does not vary due to characteristics such as gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity or marital or civil partnership status.
...has moved from concept to an agile NHS digital product that is improving quality and efficiency.

The Model Hospital will be used as an improvement tool with trusts and by NHS Improvement teams to assess performance.

The Model Hospital supports trusts to understand their performance, how it compares nationally and to smaller peer groups.

The Model Hospital is providing a comprehensive, nationally available information system relating to metrics of productivity, efficiency and quality of care.

If you wish to gain access to the Model Hospital:
- Go to https://model.nhs.uk
- Click register and follow the process.
- For any general Model Hospital queries, please email nhsi.modelhospital@nhs.net
Priority four
AHPs can utilise information and technology.

Developing a blueprint for the digitisation of AHP services.
Moving from strategy to framework.
A blueprint for the digitisation of AHP Services

Create a network of digitally mature AHP services which support high quality care with digital technology

A digitally literate and digitally empowered AHP workforce

Demonstrate how to transform care with digital technology

Improved efficiency, productivity and quality through optimising working practices

Shared learning between AHP services, greater collaboration across clinical specialties and increased awareness of wider digitisation and data agenda’s

A set of best practice blueprints that can be adopted by other AHP services
Digitally mature AHP services - Framework for Action

Digitally mature AHP service – Framework for Action sets out 2 core ambitions and a blueprint to support AHP services to digitise their services and use data to inform direct care provision, clinical audit, research and commissioning.

**Ambition 1: Digitally mature AHP Services**

AHP services can demonstrate:
- Effective use of core digital capabilities.
- Effective integration and interoperability with shared services and partner organisations
- Evidence of service USP

*Focus on Digital Pathways of care*

**Ambition 2: Data enabled AHP services**

AHP services can demonstrate that digitisation leads to improvements in:
- Safety & Quality
- Clinical Outcomes
- Staff & Patient Experience
- Resource Sustainability

*Focus on Outcome measures*
“Our collective commitments and priorities will deliver significant impacts for patients, their carers, communities and populations.”
#AHPsintoAction sharing & learning
#AHPsIntoAction

Joanne Fillingham
jo.fillingham@nhs.net
@jkfillingham

Rosalind Campbell
Rosalind.campbell1@nhs.net

Michael Folan
michaelfolan@nhs.net

NHS Improvement