

Our AHP plan

2018 - 2021





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Introduction

Our ambition

We support our service users and carers, our staff and the communities we serve to live healthy and fulfilling lives. We want to achieve our personal and professional goals to live our lives free from stigma and discrimination, and to improve the lives of people with a learning disability or mental health issues.

Allied Health Professionals (AHPs) are in an ideal position to support the delivery of this ambition. Their underpinning values are to support people who experience challenges in their health to have fulfilling lives. They work across organisations with service users, carers and staff, and are key professionals in transforming healthcare. They need to be used effectively in order to maximise their potential.

AHPs into Action

The national strategy 'AHPs into Action' identifies four impacts for AHPs to deliver:

1. Improve the health and wellbeing 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

Our AHP plan

Our AHP plan has been developed in partnership with our AHPs. We asked them about their priorities, skills and contributions under the five Care Quality Commission (CQC) headings:

Well-led
Quality and Safety
Effective
Caring
Responsive

We've captured their priorities and our full AHP plan for the next three years identifies our commitments and implementation plans, including short-term goals for AHPs to achieve year-on-year.

To achieve the Trust's vision and to maximise the valuable input AHPs can make, commitment is needed at all levels in the organisation and from everyone. The AHP plan requires commitments not just from AHPs, but from their managers, leaders and from the whole organisation.

I am proud to call myself an AHP and I am fully behind this plan to make sure that AHPs have the impact they are capable of.

Marie-Clare Trevett
Strategic AHP Lead

To read the full version of our AHP plan, including the three year action plan, please visit our website:

www.leedsandyorkpft.nhs.uk/careers/allied-health-professionals

Our AHP career pathway

At Leeds and York Partnership NHS Foundation Trust we support our AHPs to progress professionally, responding to the incredible talent in our workforce. For most of the roles below, the term AHP is not used but is replaced by the name of the specific profession.

Entry requirements and development opportunities	AHP roles
Completion of approved Aspiring Directors Programme	Director of Nursing and Professions
Continued Professional Development at Senior Level	Strategic AHP Lead
Post Graduate Qualification, PhD Structured Development Programme	AHP Consultant / Lead Clinician / Manager
Post Graduate Study	Inpatient or Community Manager / Professional AHP Lead
Continued Professional Development, Leadership Academy Advanced Practitioner Programme	AHP Manager / CTM / Lead AHP / Advanced AHP
Completion of Preceptorship and Edward Jenner Programme / training relevant to clinical area	Senior AHP
Completion of AHP Degree or Apprenticeship Pathway, Mandatory Practice hours and active HCPC Registration	Preceptee / AHP
GCSE in English and Maths (apprentice) A Levels in related subjects	AHP Student / Apprentice AHP
Completion of appropriate programme at Foundation Degree Level Care Certificate or Apprenticeship	Associate Practitioner
Entry Level Post	Support Worker
	Apprentice



The AHP Workforce

There are more than 150 AHPs at the Trust working in a range of profession-specific, enhanced skill shared, leadership, and management roles. They are a vital part of the workforce, bringing a variety of evidence-based skills and improving the lives of service users and carers. Our clear career pathway with consistent titles supports the development and progression of AHPs within the organisation.

Art therapists provide psychotherapeutic interventions through the use of art materials.

Associate workers are clinical staff that hold a qualification or equivalent experience in an appropriate field of practice.

Dietitians translate the science of nutrition into practical information about food. They work with people to promote nutritional wellbeing, prevent food-related problems and treat disease.

Drama therapists encourage people to express the whole range of their emotions, experience their physicality and increase their insight and knowledge of themselves and others.

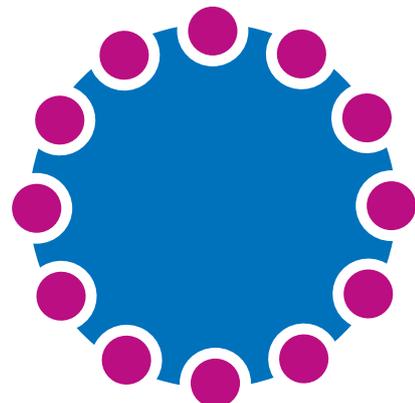
Health support workers provide care and support to service users in an environment to meet their needs, under the direction of a registered practitioner.

Music therapists promote interaction and develop insight into people's behaviour and emotional difficulties through music.

Occupational therapists assess, rehabilitate and treat people using activities and occupations to promote health and independence.

Physiotherapists assess and treat people with physical problems caused by accident, ageing, disease or disability by using physical approaches to maximise the person's recovery and alleviate pain.

Speech and language therapists assess, diagnose and treat people with communication and swallowing difficulties.





Our Well-led commitments

Vision and strategy

AHPs at the Trust will have a clear vision and strategy that recognises the contribution they make to services.

As an AHP, you will:

- Understand your role and responsibilities and how this fits with the Trust’s vision and strategy, as well as your team and service goals.
- Communicate clearly what your role and responsibilities are to your team, service and service user.

Your managers will:

- Be aware of the AHP plan and support you to implement it.

Your leaders will:

- Support the plan, recognising how AHPs can be at the heart of good-quality services while raising the profile across all AHP professions.
- Establish and communicate the vision and strategy for the organisation, developing good quality services with AHPs at the centre.

Your managers will:

- Monitor and make sure continuous professional development is part of your role and that you are active members of local clinical governance and service developments.
- Enable the AHP into Action priority ‘AHPs can lead change’.

Your leaders will:

- Give clear guidance about the importance and meaning of the governance framework within the organisation, empowering and supporting you to take an active role in this and your continuing professional development.
- Support and establish a clear and robust governance framework and leadership structure throughout the organisation, which includes and involves AHPs at every level.
- Promote AHPs leadership skills and abilities.

Governance and leadership

AHPs will have a clear and robust governance framework so that their authority and responsibilities are clear. They will take on leadership roles, implementing the AHPs into Action priority ‘AHPs can lead change’.

As an AHP, you will:

- Take an active role within the governance framework by attending local clinical governance meetings, keeping up-to-date with evidence-based practice, clinical and professional supervision, observed practice, reporting incidents and learning lessons.
- Take an active role in leading change and leading your profession.

Commitments	Year one actions	What we want to achieve
Well-led	Establish clear governance and leadership structures	Terms of reference for AHP governance structures with identified leads



Our **Safety** commitments

Supervision

AHPs will give and receive supervision. They will make sure that service users and carers receive high-quality care at all times. Staff will be able to manage the personal and emotional impact of their practice, while making the AHPs into Action commitment to 'care for those who care'.

As an AHP, you will:

- Engage with and document your supervision, practice development, special interest groups and professional forum opportunities and activities. This should include observed practice, clinical and operational supervision, peer supervision, appraisal and reflective practice.

Your managers will:

- Make sure there is sufficiently trained staff to deliver supervision and that supervision structures and networks are documented and clearly communicated.
- Allow you to access a range of supervision activities in line with Trust policy.
- Promote a culture of staff support, education and development through supporting access to supervision.
- Make sure there is implementation of, and adherence to, the Trust supervision policy.

Your leaders will:

- Promote an environment and culture of transparency, where you feel safe to speak up if there are things that you do not know.
- Challenge those who do not release staff for supervision.
- Make sure that quality supervision is provided which sustains, supports and develops your skills, knowledge and confidence to deliver safe and effective services.

- Actively advocate and support you to access a range of supervision activities.
- Lead the development of supervision opportunities within services.

Risk assessment, mitigation and safety planning

AHPs will continue to deliver services that support and empower service users to make choices about how they manage their own risks. AHPs will use their unique skills and knowledge in regards to positive risk-taking, actively engaging and contributing to the development of multi-disciplinary team (MDT) risk assessment, mitigation and safety plans.

As an AHP, you will:

- Advocate that service users, and others integral to their care, are involved within the development of the service user risk assessment, mitigation and safety plans.
- Conduct risk assessments in line with Trust risk training and policy.
- Make sure that the risk assessment, mitigation and safety planning is open, transparent and is carried out in partnership with the service user.
- Seek support and document clinical reasoning and clinical decision-making if you are unclear and unsure in regards to service user risk assessment.
- Use your skills to reduce restrictive interventions.

Your managers will:

- Make sure that your contributions to the development of service user risk assessment, mitigation and safety plans are recognised and part of MDT plans.
- Guarantee lessons learnt from incidents are shared and communicated to staff.
- Recognise the contribution you make in reducing restrictive interventions and integrate these into practice.

Your leaders will:

- Appropriately train you to carry out risk assessments and formulation, and make sure that you are able to document your clinical reasoning and decision making.
- Make sure that appropriate risk assessment training is developed and delivered to clinical staff.

Commitments	Year one actions	What we want to achieve
Safety	Make sure that service users can access AHPs Lead safety initiatives	Clear cover arrangements and service user feedback on our AHP Staffnet page for each AHP profession Lead safety huddles





Our **Effective** commitments

Increasing and sharing the evidence base

AHPs will be supported to share their skills, experience, ideas and innovations. This will include involvement in research activities and participating in service development initiatives. These will be supported by research roles and improved links with universities. This will support the AHPs into Action impact 'delivering evidence-based practice'.

As an AHP, you will:

- Make sure your continuing professional development (CPD), and that of the colleagues you support, will include research and development activities appropriate to your role.
- Use formal and informal methods to communicate and share your own skills, knowledge, expertise and experience.
- Engage with and develop internal and external networking opportunities.

Your managers will:

- Create opportunities and support you to access, share, promote and communicate good practice across the Trust.
- Actively support you to engage in research and development opportunities appropriate to your role.
- Invest in development positions and support those wishing to engage in research and development or joint positions across educational environments.
- Develop research and development champions throughout the organisation.

Your leaders will:

- Promote opportunities for research developments as they arise.
- Promote a culture of learning within the organisation which supports staff to engage and participate.

- Make sure there is a parity for AHPs in regards to research and professional development.

Workforce development

AHPs will be supported to continuously develop throughout their careers. This will include leadership skills and enhanced roles. Through skill sharing and using their expertise when and where it matters most to service users, they will add value and minimise disruption in care. Examples of skill sharing include the development of non-medical prescribing, approved mental health practitioners, approved clinicians and associates, and advanced practitioner roles. There will also be apprenticeship schemes to train AHPs of the future.

As an AHP, you will:

- Maintain professional registration by having an active role in CPD, work in new innovative ways to improve clinical practice.
- Continue to balance your profession specific roles with those of leadership and shared skills, in line with your professional scope of practice, making sure that service users' needs are at the heart of the decision-making.

Your managers will:

- Respect the balance of profession specific and shared skills, and work with your leaders to develop this understanding. They will support you to develop and progress into leadership and enhanced roles.

- Have an inclusive approach to the development of AHPs skills, recognising your role in developing new and innovative ways of working.
- Remove barriers to make sure that there is access to training, compliance with indemnity requirements and appropriate governance arrangements.
- Support the development of an apprenticeship route to train the AHPs of the future.

Your leaders will:

- Provide professional advice regarding the development of leadership and shared skills, supporting your development into these positions. This will include identifying appropriate training and maintenance of skills, advising on compliance with indemnity requirements, and appropriate governance arrangements.
- Promote a culture of continuous learning, improvement and innovation within the organisation and a clearly defined leadership and career structure for AHPs.
- Work with partners to develop appropriate AHP apprenticeship training routes in the organisation and across the city.

Use of technology

In line with the AHPs into Action priority to 'utilise information and technology', AHPs will embrace new and digital technologies to support engagement from service users in their care. They will provide interventions using the most appropriate media, whilst being aware of digital exclusion and empowering service users. This will include the use of social media, teleconferencing and self-help materials.

As an AHP, you will:

- Be flexible in the technology used and develop your practice in relation to new technologies.
- Routinely use digital technologies such as telemedicine to improve service user health outcomes.

Your managers will:

- Allocate resources to the development and implementation of new technologies.

Your leaders will:

- Enable opportunities for the use of new technologies in the workplace.
- Make sure that guidance on the use of new technologies is enabling and supportive to practice.

Outcome measures

AHPs into Action prioritises the need to evaluate, improve and evidence the impact of AHPs contributions. In order to do this, the clinical effectiveness of the interventions, the experience of service users and the outcome measures, will form part of routine clinical practice.

As an AHP, you will:

- Be clear about the outcome measures used and the clinical reasoning for their use.
- Have confidence in the administration of service-identified tools and that you can explain their use to service users and carers.

Your managers will:

- Make sure that the use of outcome measure data is used to raise the profile of AHP services and demonstrate that they are effective.
- Enable you to be trained, competent and given the necessary tools to be able to use outcome measures within your clinical practice.
- Guarantee that outcome measure data for the service is accurate and that this data is communicated to, and understood by, the staff in the team.

- Put systems and processes in place for collecting outcome measure data and for disseminating results to services and teams.
- Manage the information flow of outcome measure data to stakeholders by making sure that reporting mechanisms are in place.

Your leaders will:

- Make sure that the outcome measures used within the service are appropriate for use and are completed by staff within service standards.

- Promote a culture where people feel safe to reflect, identify weaknesses and build on their strengths to enable learning.

Your leaders will:

- Seek out new ways of working, utilise your knowledge, build on your strengths and support where improvements need to be made.
- Promote a culture where people feel safe to reflect, identify weaknesses and build on their strengths to enable learning.

Safe and effective through a culture of learning

The Trust’s culture is a product of our values, attitudes, behaviours and competencies. To implement and achieve our plans, service users as well as their family and carers, must be at the heart of everything we do.

As an AHP, you will:

- Be open to new ways of working and acknowledge where you don’t have knowledge or need to improve.
- Support a culture where people feel safe to reflect, identify weaknesses and build on their strengths to enable learning.

Your managers will:

- Implement evidence-based improvements, recognise where you don’t have knowledge and be supportive where improvements need to be made.

Commitments	Year one actions	What we want to achieve
Effective	Develop posts focused on increasing the evidence base and best practice. Establish dietitian-only supplement prescribing	AHPs in research positions Mixed rotation established Agreed and implemented guidance on supplement use



Our **Caring** commitments

Co-production with service users

AHPs will continue to work with service users and carers as partners in their care. They will show commitment to the individual, involve service users in decisions about their care, and jointly develop care plans and lead on principles of co-production at every opportunity.

As an AHP, you will:

- Understand what working in partnership with service users and carers means in practice and deliver this consistently in your work.
- Respond constructively to feedback and engage with processes including clinical supervision, reflective practice, observed practice and clinical audits to support this way of working.
- Keep your knowledge up-to-date regarding working effectively with people who may not have capacity to make their own decisions.

Your managers will:

- Support you and the wider team to engage with processes that support good practice. They will challenge practice that does not meet this expectation when required.
- Enable you to access suitable training opportunities and to embed service improvement processes, such as the Triangle of Care, locally to support practice development.
- Support you to take the lead on co-production initiatives.

Your leaders will:

- Advocate and support working in partnership with service users as a priority across services and the AHP workforce.
- Promote empowerment, enablement, self-determination and self-management as fundamental approaches of AHPs.
- Champion examples of innovative ways AHPs put this into practice.

The 6Cs

The 6Cs will underpin the practice of AHPs. They will help service users feel comfortable and safe during their contact with services. AHPs will treat everyone with respect and dignity, and have the authority and responsibility to take action wherever there are concerns about care.

As an AHP, you will:

- Understand and practice with the 6Cs at the heart of what you do.
- Take responsibility for providing safety and comfort to service users in your work.
- Make sure you understand what comfort and dignity means to individual service users and work with them, their carers and your team members to achieve this.
- Take action where there are concerns about service user safety, respect and dignity. Following guidelines, policies and procedures you will make sure that service users are safe, whilst working with positive risks when appropriate.

- Maintain self-awareness and be open to formal and informal feedback about your individual interactions and communication. This will ensure professional growth and positively demonstrate the Trust's values, even in challenging circumstances.
- Value diversity, take what others have to say seriously, and be honest about what you can and cannot do.
- Report any concerns and be open and honest about your own practice under the Duty of Candour.

Your managers will:

- Promote the 6Cs within the service, including supporting the implementation of service improvement processes in this area.
- Support you to access appropriate training and development opportunities such as observed practice and dementia friends.

Your leaders will:

- Promote the 6Cs as fundamental to AHP practice across the Trust.
- Challenge the stigma around mental health and learning disabilities.

Commitments	Year one actions	What we want to achieve
Caring	Engage in observed practice Deliver co-produced initiatives Joint preceptorship sessions	Showcase of observed practice Showcase of co-production Reviewed and refreshed preceptorship package





NHS Card Record Service
Sarah Robinson

Leeds and York Partnership NHS Foundation Trust
NHS.uk

Our Responsive commitments

Access to services

AHPs will support the AHPs into Action impact to 'address historical service boundaries' and the commitment to 'keep care close to home'. They will work where service users can access the care they need, and the treatment they require, in a timely way. AHPs will work in a 'place-based' way, offering their expertise around the service users' needs and not around services, to maximise the contribution they make.

As an AHP, you will:

- Prioritise the needs of the service user and their community while working flexibly, efficiently and effectively.
- Routinely work across organisational boundaries with key stakeholders and partner organisations.
- Identify and take steps to reduce health inequalities by informing how services are planned and developed.

Your manager will:

- Make sure there is fair access to the AHP workforce, so you can respond to service user needs in a timely and appropriate way.
- Listen and act on the relevant information supplied by AHPs about the needs of the local population and individual service users.
- Support you to access key stakeholders, attend relevant training and voice the needs of the local community and its service users.
- Develop flexible 'portfolio' posts as opposed to fragmented, multiple or composite posts for AHPs, enabling service users to access your services when and where they need it.

Your leaders will:

- Identify and promote areas where AHPs can make the greatest impact, recognising that this will vary for each of the different AHP professions.
- Empower AHPs to influence future development of services in which they work, to offer an added value contribution and reduce health inequalities.
- Work with partners to establish the best use of AHP services and not be limited by organisational boundaries.

Diversity and equality

AHPs will take account of the needs of different people, especially those in vulnerable circumstances.

As an AHP, you will:

- Work across diverse populations to make sure that your actions contribute to reducing health inequalities, supporting people to be self-managing and promote a parity of esteem.
- Design and deliver improvements for health and wellbeing and reduce health inequalities.

Your managers will:

- Recognise that AHPs are an integral part of the workforce.
- Use your expertise and leadership to shape and support services. Recognise that your skills can be utilised to provide quality assurance, leadership and oversight as well as the direct delivery of services.
- Give you authority to design and deliver improvements.

Your leaders will:

- Empower you to influence the future development of the services in which they work to offer an added value contribution to reducing health inequalities.

Public involvement and feedback

AHPs will listen and respond to the feedback from service users and their carers to improve the quality of care provided, making sure that people who use the service, the public and staff are engaged and involved.

As an AHP, you will:

- Listen and actively respond to service users’ needs and make sure that your professional views are heard by being an active member of the delivery of your services.
- Support service users or carers to give feedback and demonstrate that lessons have been learnt in your responses.

Your managers will:

- Actively engage and listen to AHPs and service users so that their views are reflected in the planning and delivery of services, and shape a culture of clear lines of communication.
- Be open, honest and make sure that service users and carers know how to easily give feedback.
- Share learning from complaints across the whole organisation and be able to demonstrate the lessons learnt.

Your leaders will:

- Promote the values of the individual AHP professions and those of the regulatory body, the Health and Care Professions Council.
- Promote a culture of openness and honesty among staff, supporting anyone who makes a mistake and seeks to learn as a result.

the health and wellbeing of individuals and populations’.

As an AHP, you will:

- Work with service users in a way which recognises the physical health implications of their mental health needs and programme of care.
- Embrace opportunities to receive training, maintaining physical health knowledge and skills.
- Work collaboratively and inclusively across organisational boundaries to improve access to healthcare based on individual need.

Your managers will:

- Promote the positive impact AHPs have on the physical health and wellbeing of service users.
- Seek and listen to your suggestions about how to improve the approach to physical health needs of service users.
- Support you with your personal development to enable an appropriately skilled workforce in relation to the physical health agenda.

Your leaders will:

- Recognise and support the AHP contribution in promoting the physical health and wellbeing of service users.
- Support and promote an ethos of working across organisational boundaries.
- Collaborate with senior leaders across partner organisations to promote the integration of mental and physical healthcare.

Physical health improvement

AHPs will use their physical health and dual training to support the understanding of the complex relationship between mental and physical health and wellbeing. They will practice holistically and promote this approach among service users and staff. They will support the AHPs into Action commitment to ‘improve

Commitments	Action	What we want to achieve
Responsive	Develop a clear dietetic pathway for Leeds service users	Identified point of access available on our AHP Staffnet page
	Implement learning disability acuity tool	Acuity tool driving availability of learning disability AHPs

Year one action plan

Commitments	Action	What we want to achieve
Well-led	Establish clear governance and leadership structures	Terms of reference for AHP governance structures with identified leads
Safety	Make sure service users can access AHPs Lead safety initiatives	Clear cover arrangements and service user feedback in place on our AHP Staffnet page for each AHP profession Safety huddles
Effective	Develop posts focused on increasing the evidence base and best practice Establish dietitian-only supplement prescribing	Research positions Mixed rotation established Agreed and implemented guidance on supplement use
Caring	Engage in observed practice Deliver co-produced initiatives Joint preceptorship sessions	Showcase of observed practice Showcase of co-production Reviewed and refreshed preceptorship package
Responsive	Develop a clear dietetic pathway for Leeds service users Implement learning disability acuity tool	Identified point of access available on our AHP Staffnet page Acuity tool driving availability of learning disability AHPs





integrity

simplicity

caring