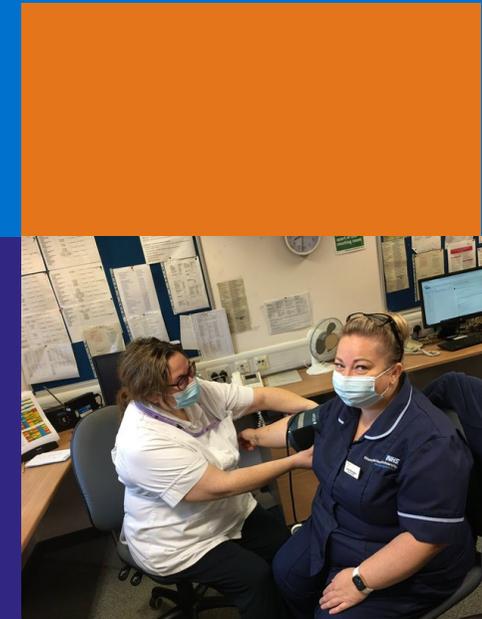




Manchester Local Care Organisation and Trafford Local Care Organisation

Allied Health Professionals Strategy 2022-2025



Allied Health Professionals
for A Healthier Population



Our strategy at a glance



Our vision is:

For Allied Health Professionals (AHPs) to play an **integral part in improving the health outcomes of our local communities.**

Our strapline is:

“Allied Health Professionals for **A Healthier Population**”

Our mission is:

“Working together to impact independence, health and wellbeing”



The 14 Allied Health Professions are:

- Art Therapists
- Osteopaths
- Drama Therapists
- **Paramedics**
- Music Therapists
- **Physiotherapists**
- **Podiatrists**
- Prosthetists and Orthotists
- **Dietitians**
- Radiographers
- **Occupational Therapists**
- **Speech & Language Therapists**
- Operating Dept Practitioners
- **Orthoptists**

Professions in bold make up the 484 Allied Health Professionals who work across the Local Care Organisations



The purpose of our strategy is

1. To provide a simple and clear framework for our AHPs to be an integral part of the work of the LCO in improving lives for the people of Manchester and Trafford.
2. To ensure that the LCO provides a sustainable AHP workforce which has the skills and expertise to meet the needs of its service users
3. To maximise the impact our AHPs can have in addressing the LCOs' strategic workforce and service transformation priorities.



Our themes are:

- A Valued Workforce
- Leaders at all levels
- Quality care
- AHPs as influencers
- Data driven decision making

Our aims are:

1. To have an **empowered AHP workforce** with the appropriate skills and resources to achieve their potential
2. To embed a **leadership culture** across the AHP workforce
3. To enable AHPs to **work collaboratively** to develop and deliver quality, person-centred care
4. To ensure the AHP workforce has a **powerful voice** to effect positive change
5. To use **data** to evidence our effectiveness and validate change.

1. Foreword

Lorraine Ganley Director of Nursing and Professional Lead, Manchester and Trafford LCOs



The Local Care Organisations are committed to improving the health and wellbeing of individuals and populations in Manchester and Trafford.

As an integrated care organisation, Allied Health Professionals are an integral part of our multi-professional workforce, with unique skills and expertise to enable our residents to live healthy, independent and fulfilling lives.

As Director of Nursing and Lead Professional, I welcome and support this strategy which focuses on the needs of our various AHP professions and provides a clear direction for AHP development over the next three years. This is vitally important to ensure that AHPs are well placed to support the demands the NHS will face in the next ten years.

I look forward to the implementation and outcomes of this strategy and congratulate the AHP leadership team for their aspirations and clear purpose to develop the LCOs' AHP offer over the next three years.

Nicky Boag Head of Allied Health Professionals Manchester and Trafford LCOs



On behalf of the AHP leadership team, I am proud to introduce our Manchester and Trafford Local Care Organisations Allied Health Professionals Strategy.

The strategy has been developed in partnership with all of our AHP staff who have been actively engaged in telling us what is important to them now and in the future.

The NHS Long Term Plan, The People Plan and AHPs into Action all acknowledge the importance of AHPs in meeting the demands of the NHS. It has never been a more important time to focus on the AHP workforce and ensure it is equipped with the skills, opportunities and resources to meet the challenges we face today.

The strategy identifies five clear priorities, which have been committed into actions over the next three years.

As an AHP Leadership team, we look forward to working with you in the delivery of this strategy to support the excellent care you provide for our patients and their families every day.

2.Introduction

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.

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 for people of all ages.

AHPs in Manchester and Trafford Local Care Organisations

Manchester Local Care Organisation (MLCO) and Trafford Local Care Organisation (TLCO) provide NHS community health services across the areas we serve, working closely with our colleagues in adult social care (who also form part of the LCOs).

Our AHP workforce in the LCOs is made up of:

A combined establishment of 484 whole time equivalent AHPs:

- **343** WTE in MLCO
- **141** WTE in TLCO

A combined establishment of 70 whole time equivalent non-registered AHP staff.



4. Purpose of this strategy and how it was developed

The purpose of the strategy is to:

- Provide a simple and clear framework for our AHPs to be an integral part of the work of the LCO in improving lives for the people of Manchester and Trafford
- Ensure that the LCO provides a sustainable AHP workforce which has the skills and expertise to meet the needs of its service users
- Maximise the impact our AHPs can have in addressing the LCOs' strategic workforce and service transformation priorities.

How the strategy was developed

A *What Matters To Me* approach was taken where all AHP staff in the LCO were asked to provide information about what was important to them now and in the future. A competition was also held to identify a winning statement which was used for our Mission Statement.

AHP leads from across Manchester and Trafford participated in a series of workshops to shape the strategy. Information received from the *What Matters To Me* exercise was translated into themes, to identify our priorities.

In addition, national guidance, including the *NHS Long Term Plan*; *The People Plan* and *AHPs into Action* was taken into account to inform our aims and actions.



Workshops with AHP leads helped shape the strategy.



3. Our AHP leadership structure

Our AHP Leadership Structure

The LCO acknowledges the importance and value of AHP leadership and introduced the Head of AHPs role in 2019. This is now supported by Lead AHPs for each of the three Manchester adult localities (North, South & Central Manchester), a Trafford adult Lead AHP and a joint Trafford & Manchester children's Lead AHP. This is alongside robust clinical and professional leadership throughout the LCO. Strong leadership plays a key role in supporting our staff and the delivery of the strategy.

Context of our strategy

Our AHP Strategy is committed to supporting the LCO's *Our Vision, our way of working*; the *Greater Manchester Allied Health Professions Strategy 2019-2022* and Manchester Foundation Trust's *Achieving Together: Nursing, Midwifery and Allied Health Professions Strategy 2018-2021*.

The strategy sets out our priorities and actions over the next three years to achieve our vision - for Allied Health Profession (AHPs) to play an integral part in improving the health outcomes of our local communities.



5. Our priorities



From our work with staff, five clear priorities were developed which we will deliver over the next three years.

Theme	Aims	Actions	Time frame		
			Year 1	Year 2	Year 3
A Valued Workforce	To have an empowered AHP workforce with the appropriate skills and resources to achieve their potential	• Implement a clinical supervision framework.	→		
		• Scope and develop peer support networks	→		
		• Develop a CPD framework across bands, team and specialists.	→	→	
		• Continue the commitment to increasing AHP Advanced Clinical practice roles	→	→	→
		• Increase opportunities for non-registered staff to access apprenticeship programmes	→	→	→
		• Ensure AHPs have access to the necessary resources to deliver effective care.	→	→	→
Leaders at all Levels	To embed a leadership culture across the AHP workforce	• Describe current AHP Leadership structure across the LCOs	→		
		• Establish a professional leadership model across the LCOs	→		
		• Develop a leadership competency framework across all bands	→	→	
		• Set up a network of mentors to support leadership development		→	→



Themes	Aims	Actions	Time frame		
			Year 1	Year 2	Year 3
Quality Care	To enable AHPs to work collaboratively to develop and deliver quality person centred care	<ul style="list-style-type: none"> Provide a research and development culture across the AHP workforce. 	→		
		<ul style="list-style-type: none"> Support AHPs to participate in clinical networks 	→		
		<ul style="list-style-type: none"> Embed the use of quality improvement methodology 		→	
		<ul style="list-style-type: none"> Promote the application of “Making Every Contact Count” (MECC) 		→	
		<ul style="list-style-type: none"> Ensure a sustainable AHP workforce through the provision of quality learning environments 	→		
		<ul style="list-style-type: none"> Actively seek and respond to service user feedback. 	→		
AHPs as Influencers	To ensure the AHP workforce has a powerful voice to effect positive change	<ul style="list-style-type: none"> Develop strong links with neighbourhoods. 	→		
		<ul style="list-style-type: none"> Celebrate our achievements and successes. 	→		
		<ul style="list-style-type: none"> Develop an AHP micro site on the LCO extranet 	→		
		<ul style="list-style-type: none"> Utilise social media to promote and maximise the role of the AHP workforce. 	→		
		<ul style="list-style-type: none"> Ensure representation of AHPs in national, regional and local health programmes of work. 	→		
		<ul style="list-style-type: none"> Ensure AHP representation in key organisation & corporate meetings 	→		
Data Driven Decision Making	To use data to evidence effectiveness and validate change	<ul style="list-style-type: none"> Develop AHP competence in the use of data 	→		
		<ul style="list-style-type: none"> Embed the use of a variety of data collection systems 		→	
		<ul style="list-style-type: none"> Develop AHP data reporting systems 		→	

6. Getting started and next steps

This is a very exciting time, however, there is a lot of work to do. We need your help and involvement to make this strategy real for our AHP workforce.

To get started:

- 1** We will establish an LCO AHP Strategy Action Group to deliver our priorities. Membership will be invited from across the AHP workforce
- 2** There will be opportunities for you to be involved in work streams to influence the direction and delivery of the strategy
- 3** You will be kept up to date on progress via regular communications
- 4** An annual event will be organised to showcase and share good practice and celebrate our achievements and successes.

Your ideas, suggestions, help and feedback are very welcome. Please contact your lead AHP to get involved in the Action Group, share your ideas and help shape the exciting future of the services we provide in Manchester and Trafford.



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Allied Health Professionals Strategy



Manchester Local
Care Organisation



Trafford Local
Care Organisation

