# **BEYOND BEGINNINGS:**

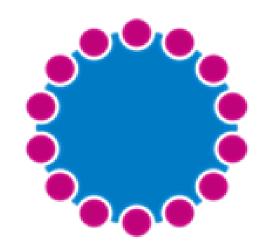
Embedding and Expanding Innovations in Radiography Workforce, Training, and Education

# Achieving Excellence in Radiography Education and Research Conference 2024

Dr. Janice St. John – Matthews DProf, MSc, PGC (TLHE), BSc(Hons), SFHEA, FloL

> Senior Allied Health Profession Advisor Office of the Chief AHP Officer Medical Directorate, NHS England

> > @jstjohnmatthews





# Overview of session

- The AHP leadership team in England
- Celebrating all that has been achieved by the AHP community in 10 years
- Aligning to the AHP Strategy for England 2022-2027 (AHPs Deliver)
  - Train, Retain, Reform
- Specific embedded and expanding radiography initiatives
- Focusing on the role of AHPs in Quality and Safety
- A call to action



# The National AHP leadership team for England



- @SuzanneRastrick
- @chief\_ahp\_officer\_england

Suzanne Rastrick
Chief Allied Health Professions Officer (England)
Supporting NHS England and the Department of Health & Social Care



Steve Tolan
Deputy Chief Allied Health
Professions Officer
NHS England



Beverley Harden
Deputy Chief Allied Health
Professions Officer
Workforce, Training & Education
Directorate (WTE)



Linda Hindle
Deputy Chief Allied Health
Professions Officer
Office for Health Improvements and
Disparities (OHID)



# **Key regional AHP contacts**



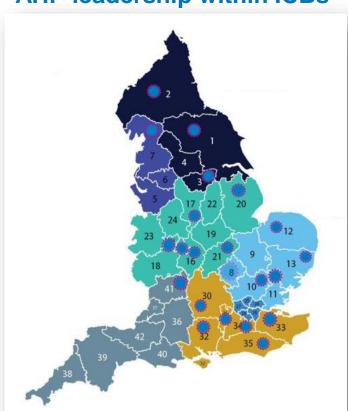
| Allied Health Professions   | Your regional contact for workforce, training and education is: | Your regional chief AHP contact is: |
|-----------------------------|---|-------------------------------------|
| North-East and<br>Yorkshire | Claire Arditto  | -                                   |
| North-West                  | Naomi McVey   | -                                   |
| Midlands                    | Helen Marriott  | Gordon Bigham                       |
| East of England             | Sara Ennew  | Rachel Wakefield                    |
| London                      | Laura Leadsford   | Philippa Wright                     |
| South-East                  | Rebecca Tyrrell   | Sara Bolton                         |
| South-West                  | Carrie Biddle   | Gina Sargeant                       |

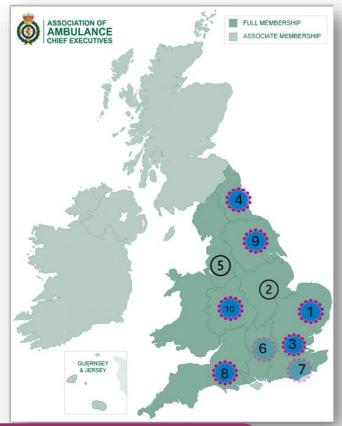


# AHP leadership progress across systems and providers

## **AHP leadership within ICBs**

# **Chief Paramedic leadership within ICBs**





Chief AHP & Principal OT survey – rediscovering our leaders- do contact your regional chief if you think you should complete this.

Provider Chief AHP 67 % of NHS Trusts

**ICS Chief AHP** 50% of ICS

**Chief Paramedic** 

8 out of 10 Ambulance Trusts

Workforce, Training and Education AHP regional leads x 7 Regions

NHS England regional Chief AHPs x 5 regions



Principal Occupational Therapists

119 out of 153 local authorities members of the network



**Appointment as** 

**CAHPO** 

The first CAHPO conference





guidance for rehabilitation **AHP Prescribing** 



**Commissioning** 

**ODPS** and **Osteopaths** join the AHP community

**Publication of first AHP** strategy for **England: AHPs into Action** 



**Rotational Paramedic** programme



Publication of the 1st paper evidencing **AHP** leadership



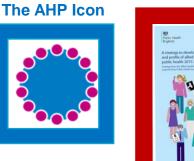
2014 2015 2017 2018 2016



**Regional AHP** Leadership

**AHP Public Health Strategy** 

ahpf



**First AHP strategy** consultation launched



The first CAHPO awards



**Everyday Interactions** 



**FCP** roles in primary care

framework for



The first AHPs Day





**UK Allied Health Professions Public** strategic framework



**System support** 

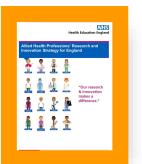


during COVID

**HCPC** threshold qualification change



AHP research and innovation Suicide prevention in strategy for **England** 



**Publication of the** 2<sup>nd</sup> AHP strategy: **AHPs Deliver** 



**Addressing health** inequalities across AHP services: a guide for system leaders

Addressing health inequalities across allied health professional (AHP) services: a guide for AHP system leaders

2019 2020 2021 2022 2023 2024

> **Principal OT:** roles and

Strategy consultation: capturing everyone's voice

Greener AHP **Programme** 



**CAHPO BAME** 



**AHPS Listen** Strategy consultation



Kings fund public health framework

the ambulance

service

P P



**AHP support** worker apprenticeships



**Chief AHP** leadership

**Reducing Misogyny and** improving sexual safety in the ambulance service

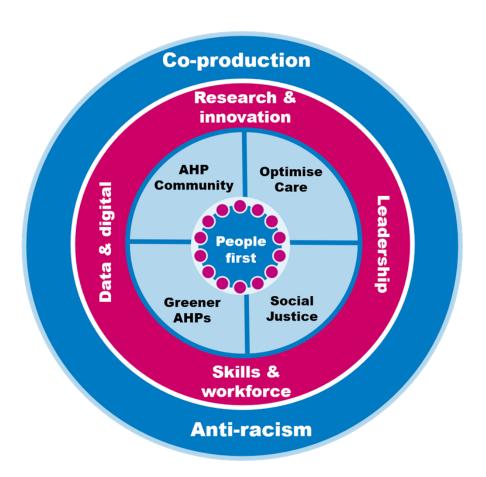


**Chief Paramedic** leadership





# The Allied Health Professions (AHPs) Strategy for England 2022 to 2027: AHPs Deliver



# **Key Themes**

## Four 'Enhanced Foundations'

- 1. AHPs champion diverse and inclusive leadership
- 2. AHPs in the right place, at the right time with the right skills
- 3. AHPs commit to research, innovation, and evaluation
- 4. AHPs can further harness digital and innovation through data

## Five 'Areas of Focus'

- 1. People first
- 2. Optimising care
- 3. Social justice: Addressing health and care inequalities
- 4. Environmental sustainability: Greener AHPs
- 5. Strengthening & Promoting Allied Health Professions (AHP) community

#### AHPs Commitment to being anti-racist- the journey so far Exploring the Leadership Journey of Black **Health Education England** and Minority Ethnic Occupational Therapy Graduates of Coventry University NHS equality, diversity, and inclusion Disrupting the Status Quo: Global Majority improvement plan indon 27th August 2019 NHS Physiotherapists experiences of the trajectory to Consultant Practice -A critical study inequality Diversity Workshop Actions not words: The Chief AHP Officer Black, Asian, and Noma Makhanda Inequality and Minority Ethnic Strategic Advisory Group (CAHPO BAME SAG) appointed to Chair diversity workshops Ruth Mhlanga, **Urvasi Skinner CAHPO BAME SAG** Councils of Deans for health-Chair of first **EDI programme lead Anti-racism in AHP Education: CAHPO BAME SAG** appointed **Building an Inclusive Environment**

Involvement in recruitment to roles in national team and regional networks

2019 2020 2021 2022 2023 2024

Strategy consultation: capturing everyone's voice

Commitment to establish CAHPO BAME SAG

Strategy consultation: capturing everyone's voice

AHPs Deliver:
Overarching principle of anti-racism

The Allied Health
Professions (AHPs)
Strategy for
England

A racial Inclusivity training resource for physiotherapy
practice education: Evaluation Report 2022

Spotlight conversation for black history month



Deputy
Chair appointed
to CAHPO Clinical
Fellow

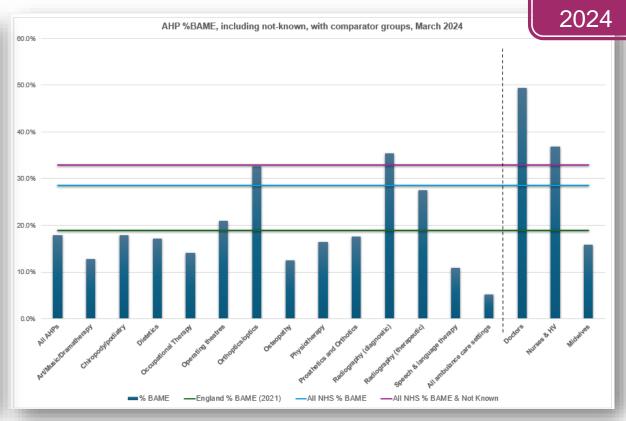


Malany Kalicharan, appointed to Deputy Chair CAHPO BAME SAG



AHPs Commitment to being anti-racist-representation





March



### **March 2019**

- England BAME population average 14%
- AHP average 10%

#### March 2024

- England BAME population average 19%
- AHP BAME average 17.8%





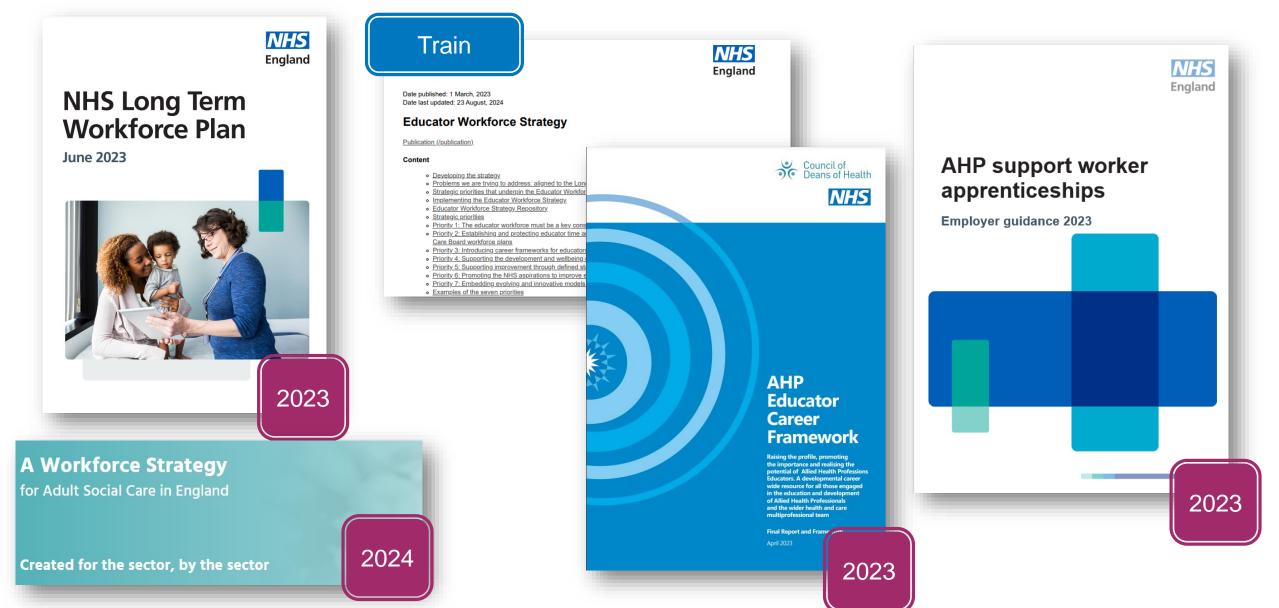


**Capability Development** 

Decision Making Specialist Knowledge Complex Case Management

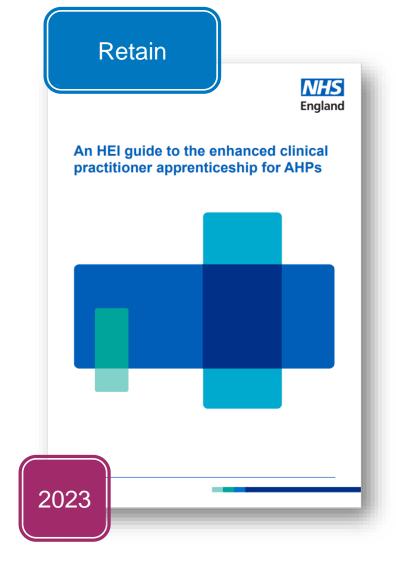


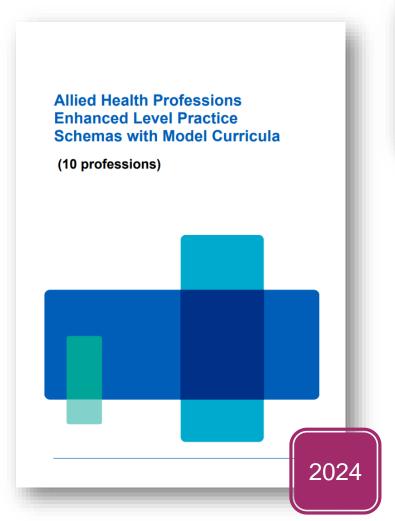
# Enhanced Foundation Two: AHPs in the right place, at the right time, with the right skills



# **Enhanced Foundation Two:**

AHPs in the right place, at the right time, with the right skills

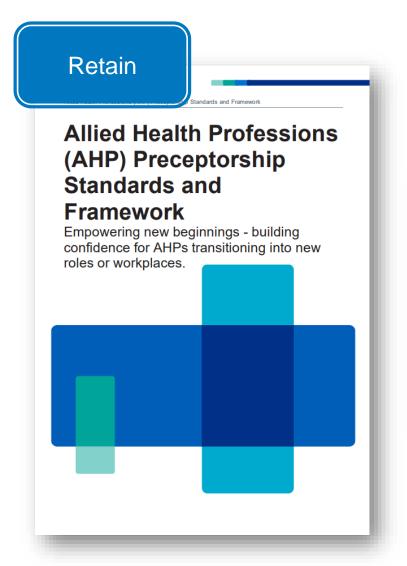




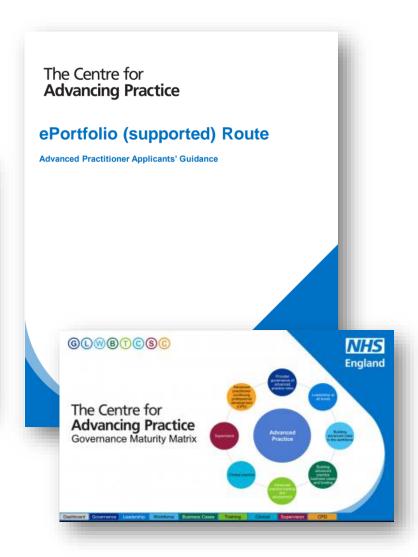




# Enhanced Foundation Two: AHPs in the right place, at the right time, with the right skills



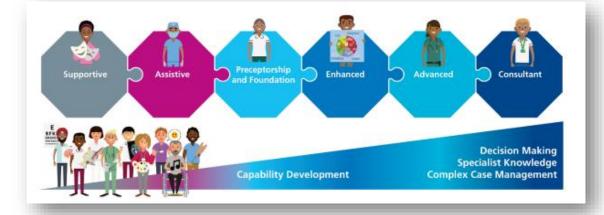






# AHP Skills and workforce - continuum of practice





# AHPs commit to research, innovation, and evaluation









# Radiography: Beyond beginnings

Advanced Practice Incentive offer (Cancer and Imaging)

**Apprenticeships** 

International recruitment sonographer package

CTC training

**Career Development and upskilling** 

**Imaging Academies** 



# Cancer & Diagnostics Workforce Programme



# **Overview**

## Long Term Workforce Plan (LTWP)

The Long-Term Workforce Plan (LTWP) priority aims for the workforce, *train, reform and retain*, have been mapped to the Cancer & Diagnostics Workforce Plan.

## **Strategic Metrics**

The Cancer & Diagnostics (C&D) Workforce Programme Strategic Metrics for 24/25 are set out.

# 24/25 Progress in year

- Learner and Non-Learner metrics are on track for achievement of 24/25 programme deliverables.
- Overall growth in Staff in Post.

# Imaging Workforce Initiatives

A selection of focused C&D imaging workforce initiatives.

# Long Term Workforce Plan (LTWP)

The Long-Term Workforce Plan (LTWP) equips us with the first comprehensive workforce plan for the NHS. It is designed to put staffing on a sustainable footing, combining growth in numbers with a focus on retaining existing talent and making the best use of technology.

Alongside growing the workforce, priorities include:



- Increase the number of qualified healthcare professionals available to work in Cancer and Diagnostic roles.
- Train more staff, domestically and internationally, to respond to local need and reduce NHS vacancy rates.

### Retain

- Improve leadership and talent management practices at all levels of the workforce.
- Improve staff engagement, experience and retention by embedding the right culture, and providing rewarding career opportunities.
- Ensure equality, diversity and inclusion of all NHS staff.

### Reform

- Review and reform education and training to better meet patient, service and student needs.
- Optimise use of digital technology, research, knowledge and innovation to optimise staff skill mix.
- Enhance and improve staff practice and career pathways to deliver better, and more, patient care.



## NHS Long Term Workforce Plan

June 2023



# **Imaging Workforce Initiatives**

The C&D programme aims to train, retain and reform the imaging workforce through a variety of solutions which will deliver enhanced productivity and better patient care, these include:

- Increasing number of trained staff
- Increasing staff competencies
- Reforming and improving staff roles
- Improving staff recruitment and retention
- Delivering upskilling and skill mix initiatives



# Within imaging, key initiatives of work delivering on these aims include:

| Train   | Retain   | Reform  |   |                               |
|---|--|---|---|-------------------------------|
| Community Diagnostic Centre International Recruitment | Imaging Career<br>Development &<br>Apprenticeships | National CTC Training and Accreditation Programme | Advanced Practice<br>(AP) in Breast<br>Diagnosis Role<br>Descriptor | Imaging Training<br>Academies |

# Community Diagnostic Centre International Recruitment

**Programme** 

## **Aims**

Nationally co-ordinated international recruitment initiative, developed jointly by the NHS England CDC and WT&E teams, to facilitate recruitment to **CDC funded vacant posts** (**c.300** posts) by the end of 2023/24. This programme was initiated within two months of confirmation of funding. The scheme was initiated as a model providing safe and sustainable recruitment, with a focus on the onboarding approach to support retention.

## **Challenges**

- · CDC establishment is accelerated
- · Challenged areas of the workforce
- Timeline for establishment of CDCs meant there was a short-term reliance on IR for challenged areas of the workforce, whilst longer term solutions continue e.g. training pipelines
- IR was being proposed by numerous CDCs at high additional revenue cost to the CDC programme, and without assurance of a sufficient supply pipeline within the timeline
- Previous IR of any scale has resulted in high attrition rates and movement within first twelve months
- Timelines to recruit and capacity within systems/Trusts is limited

## **Successes**

- Fulfilment of recruitment within 12 months against all locally driven demand: 234 individuals were appointed during 23/24
- Reduced time/cost to hire average time from interview to commencement in post is 18 weeks. Quality of candidates: there was an expectation for 30% of candidates to be appointed from interview which was met.
- Training and induction:
  - Comprehensive home country training programme, designed by team of experts including UK professional bodies, aimed to bridge any gaps in knowledge or standards of UK practice.
  - Intensive residential induction programme to reaffirm knowledge around standards of practice and to introduce more around life in the UK and working in the NHS
  - The induction aims to foster a community of earning which will continue through action learning sets.

## Next steps

The political imperative remains to further **accelerate** the establishment of CDCs within 24/25. A national co-ordinated international recruitment programme aims to bring consistency to expenditure for international recruitment and an assurance of a supply pipeline to aid timely recruitment to vacant posts (c.300 posts) by the end of 2024/25.

# Imaging Career Development & Apprenticeships

### **Aims**

**615** learners were funded in 2023/24 through the career development upskilling funding offer. Over half of learners were radiographers. The training/education was across multiple modalities including mammography, CT and ultrasound. Learners ranged from **band 5** up to **consultant level.** 

The funding provision has **three** overarching aims:

- To support radiographers and other practitioners working within imaging, to access training and development opportunities identified at the point of their annual personal appraisal or during their preceptorship period.
- 2. To aid retention of radiographers and other practitioners working within imaging, by providing them access to education and training opportunities that support their professional development and career aspirations.
- To support regions to deliver vital services within imaging by providing the training required for radiographers and other practitioners, to broaden their skillset and/ or work at an increased level of practice.

## **Apprenticeships**

Training Grants were offers to employers to develop apprenticeships in radiography to support challenges within the radiography workforce and to promote tangible benefits that they bring to the NHS.

**360** radiographer apprenticeships in 2023/24 were split as follows:

| Profession               | Apprenticeship level | Number of radiographer apprenticeships |
|--------------------------|----------------------|--|
| Imaging Care Navigator   | L3                   | 28                                     |
| Mammography Associate    | L4                   | 23                                     |
| Assistant Practitioner   | L5                   | 90                                     |
| Diagnostic Radiographer  | L6                   | 154                                    |
| Therapeutic Radiographer | L6                   | 57                                     |
| Sonography               | L6                   | 8                                      |

## **Next Steps**

In 2024/25, NHSE is supporting further development, education and training of the imaging and radiographer workforce. There are three types of offer based on a specified pillar of practice: **Clinical** or other, **leadership** or **research**. There are over **500** training grants on offer to support registered practitioners to develop in their careers.

# National CTC Training and Accreditation Programme

### **Aims**

The National CT Colonography Training and Accreditation Programme (NCTCTAP) was created to **enhance** and **improve** CT **colonography (CTC) training** in the UK. This programme delivers education and training to support delivery of a full CT Colonography examination service within colorectal cancer pathways. **207** learners were funded in 2023/34.

Both radiologists and radiographers will be responsible for the quality, governance, and performance of the service. This includes:

- Triaging, protocolling, and prepping patients;
- · Performing the procedural exam;
- Directing one stop completion staging and escalating cancers on a same day basis to the colorectal MDT;
- Delivering audit and patient experience feedback and training local radiographers for sustainability of services.

There are two modules available:

### Module A - CTC Technique

Combined practical and online training of radiographers and radiologists using a novel training framework



## **Module B – CTC Interpretation**

Evidence based online training for radiologists and reporting radiographers

## **Next Steps**

#### NHSE are:

- Implementing regional roll out the CTC training programme following successful piloting in London and in the Midlands;
- Establishing centres of excellences and trainers across all regions;
- Developing trainers and faculty to ensure long term sustainability of the programme;
- Training Radiographers in an identified module (A) and facilitate training to progress to a second module (B).

### **Overview**

Advanced Practice (AP) in breast diagnosis is a level of practice where **experienced** healthcare practitioners perform **advanced** clinical work with a high degree of autonomy and complex decision-making.

### **Aims**

To explore the **advanced practice** (AP) in Breast Diagnosis role through **job profiles/service delivery models** to determine what advanced and specialist practice roles exist currently in breast diagnosis.

### **Outcomes**

- Scoped AP in Breast Diagnosis role.
- Collation and summary of current clinical roles titled 'Advanced/Specialist/Consultant Practice' in breast care/imaging/diagnosis (radiographer/nurse) – desk-based exercise, peer reviewed publication.
- Identified and reviewed any impact research currently available on above roles to guide patient pathway and role design –
  desk-based exercise, peer reviewed publication.
- Widespread **multiprofessional** stakeholder engagement with specialist breast radiographer and nursing professionals to identify scope/type/capability of AP role and co-design role description.
- Aligned to HEE multi-professional AP Framework, AP apprenticeship standard, Cancer Workforce Plan, NHS Long Term plan.
- Developed AP in **Breast Diagnosis Role Descriptor** due to be published

## **Next Steps**

- AP in Breast Diagnosis Role Descriptor due to be published
- **Implementation** of the AP in Breast Diagnosis Role Descriptor to support the recruitment into this role.

Advanced Practice (AP) in Breast Diagnosis Role Descriptor

### **Aims**

Training academies provide **multi-professional** environments where training and education of the workforce is the primary focus. They exist in each of the seven NHS regions in England. They are built on a hub and spoke model, with a dispersed leadership team providing governance, strategic direction and financial oversight.

The **purpose** of the training academy is to:

- 1. Increase training capacity across a region
- 2. Provide multi-professional training across a team
- 3. Provide **flexible** and **high-quality** training environments for clinical radiology, diagnostic radiography and sonography, and support staff
- 4. Enable immersive training in priority areas to support the rapid development of skills to support learning trajectory
- 5. Make best use of available teaching faculty

# Imaging Training Academies

### Successes

Midlands Imaging Training Academy (MITA) were awarded two awards at the HSJ Digital Award Ceremony HSJ in June 2024. MITA won two awards out of the three categories they were finalists and the awards were for:

- Enhancing workforce engagement, productivity and wellbeing through digital –
  developed a training programme that offers an improved educator to learner ratio and
  reduces the burden of training lists.
- 2. Digital innovator of the year Dr Ingrid Britton has led on using digital innovation to maximise the educator workforce, reduce spending, potential for scalability and an increased and more confident workforce for patients to access.



## **Next Steps**

Identify best practice that can be modelled across the training academies and continue to enable the development and growth of the training academies.

# AHPs Deliver: Key areas to enhance quality + safety

Quality

and

Safety

Leadership

AHPs are supported by visible strategic leadership with responsibility to improve the experience access, outcomes, efficiency and safety of services

Antiracism

Diversity within the AHP workforce, supported by inclusion, staff engagement, and retention, drives improvements in innovation and productivity. Inclusive workplace cultures harness the benefits of diversity for individuals and teams, resulting in efficient, productive, and safe patient care.

2

## Skills and workforce

The AHP workforce is empowered to deliver safe, effective, and high-quality care by ensuring the right staff with the right skills are deployed and developed across professions and settings

3

## **Research and Innovation**

AHPs of all disciplines and at all career stages, support and enhance clinical research to ensure a vibrant, sustainable and fully inclusive research and innovation culture



# AHP visability: National quality & safety report





# **CAHPO** workstreams within Quality and Safety

### Safe, Effective, Caring, Responsive and Well-Led Care

#### Measure and Improve

- patient outcomes, people productivity and financial sustainability -
  - report investigate and act on incidents (including red flags) -patient, carer and staff feedback -
  - Implementation Care Hours per Patient Day (CHPPD) -
- develop local quality dashboard for safe sustainable staffing -

#### **Expectation 1**

#### Right Staff

1.1 evidence-based workforce planning 1.2 professional judgement

1.3 compare staffing with peers

## **Expectation 2**

#### Right Skills

2.1 mandatory training, development and education 2.2 working as a multi-

professional team 2.3 recruitment and

### **Expectation 3**

### **Right Place and Time**

3.1 productive working and eliminating waste 3.2 efficient deployment and flexibility

3.3 efficient employment and minimising agency

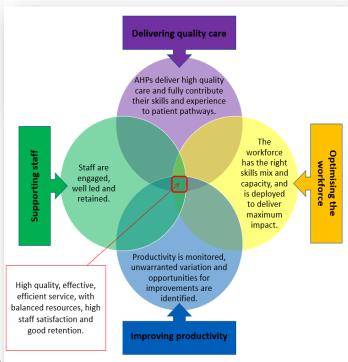
**National Quality Boards** expectations for safe, sustainable and productive staffing



**AHP** Quality and Safety

**AHP Effective** Workforce task and finish subgroup

**AHP Quality** and Safety **Advisory** Group



**AHP** balanced scorecard



# Research + Innovation linked to Quality & Safety

The current issue and full text archive of this journal is available on Emerald Insight at: https://www.emerald.com/insight/2059-4631.htm

## How are Allied Health Professionals represented at board level in NHS Trusts in the West Midlands?

International Journal of Health Governance

Charlotte Colesby

Department of Speech and Language Therapy,

Royal Wolverhampton Hospitals NHS Trust, Wolverhampton, UK

AHPs Poorly represented at Trust boards

Open access

Original research

BMJ Open Staffing levels and hospital mortality in England: a national panel study using routinely collected data

Bruna Rubbo <sup>(1)</sup>, Christina Saville <sup>(1)</sup>, Chiara Dall'Ora <sup>(1)</sup> Jeremy Jones <sup>(1)</sup>, Jane Ball <sup>(1)</sup>, David Culliford <sup>(1)</sup>, <sup>(1)</sup> Pete Higher AHP staffing levels associated with lower mortality in acute hospitals

Original research

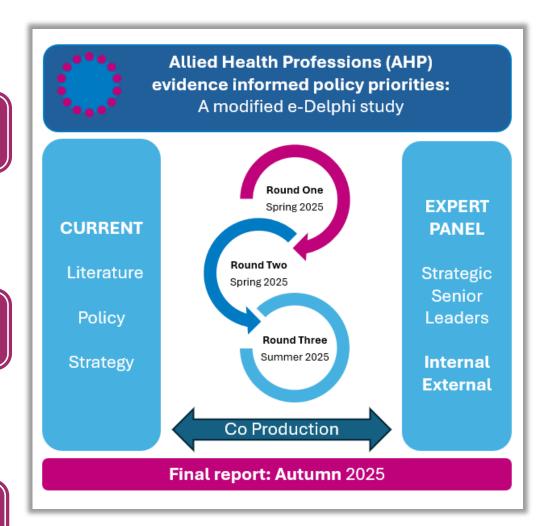


Exploration of the representation of the allied health professions in senior leadership positions in the UK National Health Service

and the state of t

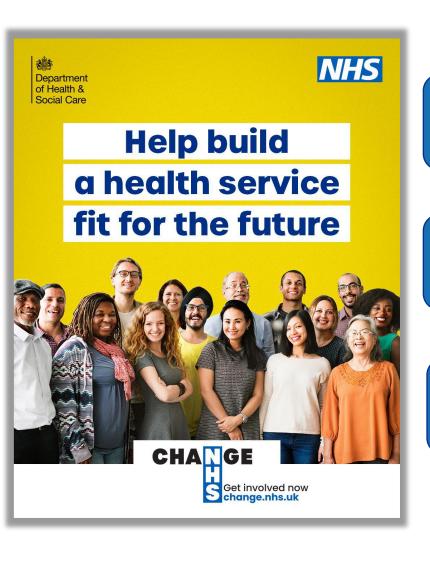
Nicola Eddison, <sup>1,2</sup> Aoife Healy, <sup>1</sup> Nina Darke, <sup>3</sup> Mary Jones, <sup>4</sup> Gwen L Roberts, <sup>5</sup> Nachiappan Chockalingam <sup>6</sup> <sup>1</sup>

Representation of AHPs in Senior Leadership Positions in the NHS





# Introduction to "CHANGE NHS"



**Hospital to Community** 

**Analogue to Digital** 

**Sickness to Prevention** 





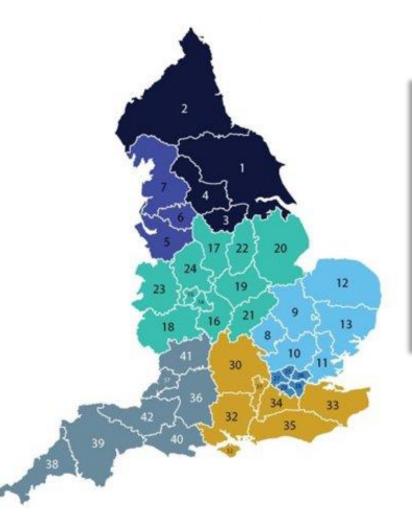
# Scope of "CHANGE NHS"



Department of Health & Social Care



Get involved now change.nhs.uk



a health service fit for the future





# Call to action to AHP community



"I think what we have collectively achieved here is nothing short of revolutionary actually the way that healthcare strategy is shaped".

Anon: 23 June 2016. Direct feedback from the audience at the Chief Allied Health Professions Officers Conference.

Allied Health Professions into Action

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

2016/17 - 2020/21

#AHPsintoAction

6 6 AH

AHPs have proven to be successful boundary pushers and innovators for the benefits of patients in many different ways. Advancing practice, consultant practice, collaborative working, research, new pathways.

Anon, June 2021. Quote: contributed to online conversation three

66

This is a visionary project. The way you are ensuring a wide range of people and community voices are captured is to be applauded. Thank you AHPs.

Anon, March 2021. Quote: Older People Sounding Board Focus Group

"I'm a qualitative researcher and listening to what you have done! just think that it sounds like a superb piece of work to me, it just sounds so valid, it sounds reliable, because you have got people's voices and you have gone out to so many people, it just sounds brilliant, so I am really looking forward to it being published in October, can't wait".

Anon: 23 June 2016. Direct feedback from the audience at the Chief Allied Health Professions Officers Conference. The Allied Health
Professions (AHPs)
Strategy for
England

2022 to 2027 AHPs Deliver



# How the AHP community can engage



## Social Media Assets - Change NHS

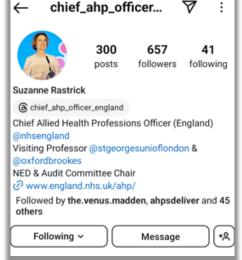
Sign in or register to get this resource.



- DHSC and the NHS want to hear your experiences of the NHS and your ideas to help them change it
- Add your voice today
- Let's make it fit for the future

Get involved: <a href="mailto:change.nhs.uk">change.nhs.uk</a>







# Call to action for radiography educator and research community



https://www.england.nhs.uk/email-bulletins/chiefallied-health-professions-bulletin/



**#AHPsDeliver** 

#StrongerTogether