

## BOARD OF DIRECTORS (Open)

Date: 8<sup>th</sup> May 2019

Item Ref:

4

<b>TITLE OF PAPER</b>	<b>Health Care Professions Leadership</b>
<b>TO BE PRESENTED BY</b>	Julie Edwards – Director of Allied Health Professions (AHP's) Linda Wilkinson – Director of Psychological Services
<b>ACTION REQUIRED</b>	For Boards awareness and discussion.

<b>OUTCOME</b>	<p>Board members are aware of the role of Allied Health Professions (AHP) and Psychological Practitioners within the organisation and the emerging national agenda in respect of Clinical Leadership.</p> <p>Raise Board members awareness of :</p> <ol style="list-style-type: none"> <li>1. NHS Improvement's. (NHSI) Clinical leadership – a framework for action: A guide for senior leaders on developing professional diversity at board level.</li> <li>2. Leadership of Allied Health Professions in trusts: what exists and what matters .</li> </ol>
<b>TIMETABLE FOR DECISION</b>	May 2019 Meeting
<b>LINKS TO OTHER KEY REPORTS / DECISIONS</b>	<ol style="list-style-type: none"> <li>1. NHSi Clinical leadership – a framework for action: A guide for senior leaders on developing professional diversity at board level.</li> <li>2. NHSi Leadership of Allied Health Professions in trusts: what exists and what matters</li> <li>3. NHS Long Term Plan 2019</li> <li>4. NQB: Safe, sustainable and productive staffing: An improvement resource for mental health (Jan 2018).</li> <li>5. NQB: Safe, sustainable and productive staffing: An improvement resource for learning disability services (Jan 2018).</li> <li>6. NHS Improvement: Developing Workforce Safeguards (Oct 2018)</li> </ol>
<b>STRATEGIC AIM</b> <b>STRATEGIC OBJECTIVE</b> <b>BAF RISK NUMBER &amp; DESCRIPTION</b>	<p>Strategic Aim: <u>Quality &amp; Safety</u>. Strategic Objectives A1 02: Deliver safe care at all times</p> <p>Strategic Aim: <u>People</u> Strategic Objective A2 03: We will develop an effective culture of leadership &amp; management.</p> <p>Strategic Aim: <u>Future Services</u> Strategic Objective A3 03: Provide effective community care &amp; Treatment.</p> <p>Strategic Aim: <u>Value for Money</u> Strategic Objective A4 01: We will improve productivity &amp; efficiency of our services, maximizing time spent with service users.</p>

<b>LINKS TO NHS CONSTITUTION &amp; OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC</b>	NHS Improvement papers and recommendations for Boards related to greater understanding of AHP's and Psychological professions and potential contributions to Board level leadership.
<b>IMPLICATIONS FOR SERVICE DELIVERY &amp; FINANCIAL IMPACT</b>	Inability to deliver well led, managed & effectively engaged staff groups is a risk to the delivery of patient care and their health outcomes.  An inefficient & unproductive use of AHP & Psychological Professions resource will be less clinically & cost effective.
<b>CONSIDERATION OF LEGAL ISSUES</b>	None

<b>Authors of Report</b>	Julie Edwards and Linda Wilkinson
<b>Designation</b>	Director of AHP's & Director of Psychological Services
<b>Date of Report</b>	2 <sup>nd</sup> May 2019

## SUMMARY REPORT

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**Report to: BOARD OF DIRECTORS MEETING**

**Subject: Health Care Professions Leadership**

**Authors: Julie Edwards – Director of Allied Health Professions and  
Linda Wilkinson – Director of Psychological Services**

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### 1. Purpose

<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
			✓	✓	

### 2. Summary

In June 2018 NHS Improvement published an evaluation summary and self-assessment for trust boards 'Leadership of Allied Health Professions in trusts: what exists and what matters', which examines the leadership roles for Allied Health Professions in Trusts. In January 2019, NHS Improvement (NHSI) published 'Clinical leadership – a framework for action: A guide for senior leaders on developing professional diversity at board level', which provides a framework and an action guide for senior leaders on developing professional diversity at board level.

This report outlines the roles and responsibilities for Allied Health Professions (AHP's) & Psychological Practitioners working in SHSC FT. It highlights: the value of AHP's and Psychological Practitioners contributions to the workforce: Leadership of significant pieces of work for the Trust: Benefits from local and national roles: Research and developments recognised to be making a difference to the lives of people with complex needs and awards that staff have been nominated for or achieved in the last year.

### 3. Next Steps

The report and presentation to the Trust Board invites members to consider a number of questions related to the self-assessment from NHSi regarding AHP's and Psychological Practitioners and asks Board members to consider Board level representation from clinical leaders from different professional backgrounds.

#### **4. Required Actions**

The paper requests that the Board

1. Receive and note this report.
2. Receive and note the NHSi papers 'Leadership of Allied Health Professions in trusts: what exists and what matters', and 'Clinical leadership – a framework for action: A guide for senior leaders on developing professional diversity at board level'
3. Consider the NHSi 'Clinical Leadership – a framework for action' and 'Leadership of Allied Health Professions in trusts' and review the recommendations for increasing the senior clinical leadership strategic input of AHPs and Psychological Practitioners in the Trust.

#### **5. Monitoring Arrangements**

Review the Board's self-assessment and offer further information if needed.

#### **6. Contact Details**

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## Health Care Professions Leadership

The purpose of this paper is to raise Board's awareness of recently published guidance. Firstly, from NHS Improvement on a Clinical leadership framework, this provides a guide for senior leaders on developing professional diversity at board level. (Clinical leadership –a framework for action: A guide for senior leaders on developing Professional diversity at board level 2019).

The framework acknowledges the NHS Long Term Plan priority around nurturing the next generation of leaders. The paper has a particular focus on increasing the number of people with clinical backgrounds involved in strategic leadership at Board level and explores how having more clinicians at the board can support organisations to be more effective.

Traditionally, doctors and nurses have a seat at the board table. However, there are other clinicians, including, Allied Health Professionals (AHPs), Clinical Psychologists, Pharmacists and Social Workers who have leadership contributions to make, but because of career structures and ceiling limits of expectations they are less able to find their way to strategic roles that maximise their contribution within NHS organisations.

At the most senior levels of healthcare organisations, leaders face increasingly complex strategic and operational problems arising from the demands of an ageing population, shortages in key workforce groups and on-going financial constraint. These challenges demand:

- effective **team-based working** within and across traditional organisational and sector boundaries
- **innovation** and **experimentation** to find new ways of delivering care  
**collaborative and compassionate** leadership to enable health and care staff to do their best work.

The Leadership paper gives case examples of senior Clinicians using their skills knowledge experience and expertise to make significant contributions as board members.

Secondly, to raise Board's awareness of a paper, (Leadership of Allied Health Professions in trusts: what exists and what matters. An evaluation summary and self-assessment for trust boards 2018). This was commissioned by NHS Improvement to evaluate current leadership arrangements for allied health professions (AHPs) in trusts in England.

The paper reports that AHPs are the third largest workforce in the NHS and practise in most clinical pathways, working across organisational boundaries at all stages of the pathway, providing solution-focused, goal-centred care to support patients' independence and autonomy.

However, findings from the review report that AHP's contributions to Leadership are often hidden or poorly understood, resulting in missed opportunities for their collective potential to support the transformation of health and care. The paper invites Trust Boards to consider a review of leadership arrangements for AHP's, including developing capabilities and provides a framework for Talent Management within the AHP group.

### Key areas for Discussion with Trust Board

- The NHS Long term Plan and the Clinical leadership framework emphasise the importance of multi-professional decision making in strategic leadership. Specifically how having more clinicians at the Trust Board can support organisations to be more effective in the delivery of care in complex systems. The framework sets out a number of questions for leaders in relation to developing boards that value professional diversity for further debate.
- Reframe the Leadership roles- There are suggestions in both papers in regard to reframing leadership roles. Where leadership posts currently specify a particular clinical background that Trust Board considers whether there are opportunities to broaden the scope of the role to increase diversity and access to a wider pool of talent.
- The NHS Improvement paper which reviews AHP leadership has specific questions for Trust Boards in relation to a broad understanding of the role of AHP's; Leadership capabilities and the challenges for this staff group for further debate.

The information below gives a background outline of staffing for AHP's and Psychological Practitioners with examples of their contribution to significant pieces of work and the added value they bring to SHSC FT.

### Allied Health Professions: who we are and where we work

Allied Health Professions (AHPs) are a defined group of 14 different professions who have either degree level or higher degree level qualifications and are professionally autonomous practitioners.

There are 6 different Allied Health Professions within SHSC FT who are all professionally autonomous practitioners regulated by Health and Care Professions Council (HCPC).

- Art Therapists - Provide a non-verbal method of communication and expression to help people to explore, contain and understand feelings through art making.
- Dieticians - assess, diagnose and treat nutritional problems and work in partnership to educate and advise on the nutritious provision of food.
- Music Therapists - Provide a non-verbal method of communication and expression to help people to explore, contain and understand feelings through live musical interactions.

- Occupational Therapists – assess, analyse and adapt activities and environments to support individuals to lead independent and meaningful and active lives.
- Physiotherapists - help people affected by injury, illness or disability through movement and exercise, manual therapy, education and advice.
- Speech and Language Therapists - provide treatment, care and support for people who have communication difficulties or problems with eating, drinking or swallowing including supporting people to keep safe from respiratory problems.

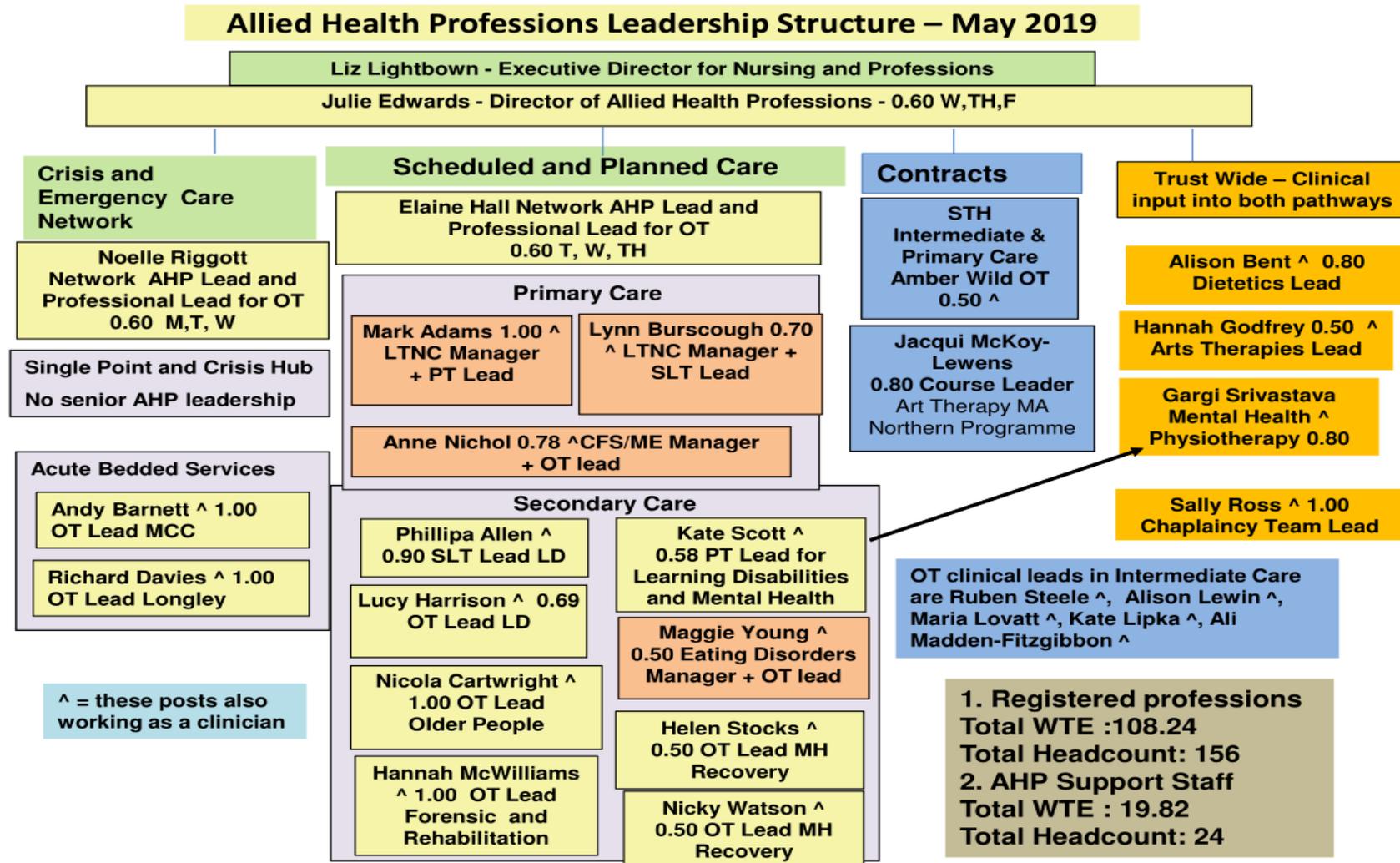
AHPs work across a range of services within the Trust’s clinical networks as clinicians, leaders, managers, researchers and educators. Approximately 75% of the AHP staff work within the Scheduled and Planned Care network and 25% in the Crisis and Emergency Care network. Most of these staff work as clinicians as well as leaders and some are also managers of services.

We also have AHPs who work into a contract with Sheffield Teaching Hospital and some who deliver a course on behalf of Leeds Beckett University.

Professional Leadership responsibility for these professions involves ensuring they maintain their HCPC registration, internal and external representation e.g. SY&B ICS AHP Council, and coordination of student placements for AHPs. To support those with AHP leadership responsibilities there is a bi monthly AHP Leadership Group and an annual AHP Development day to share good practice, develop knowledge, offer staff opportunities to reflect and showcase successes.

Table 1 below gives an outline of the leadership and staffing structure for AHPs.

Table 1: Outline of the leadership and staffing structure for AHPs



## The value of AHPs Contribution to SHSC

### Workforce

- Historically we have good recruitment and retention rate across all our AHP professions, even in the less traditional roles such as Mental Health Physiotherapy.
- Several AHPs have embraced the opportunity to develop into different roles. Currently there is an Associate Director, Deputy Director and Senior Operational Manager, and Flow coordinator in Clinical Operations with an AHP background plus a Patient Safety Investigator and an Engagement Manager who are OTs by profession.
- We have been piloting some new roles such as Band 5 Mental Health Practitioners (OTs) working shifts as part of the overall staffing complement to provide input where it has been difficult to fill all nursing posts.

### AHPs leading on significant pieces of work for the Trust

- **The development of Sun: Rise** this service user feedback and engagement group was developed and initially led by our Professional Lead Occupational Therapist for the Crisis and Emergency network. This has now developed and is led by someone with lived experience.
- **Falls** prevention and Falls reduction including training.
- Development of **Collaborative Care Plans** and delivery of Collaborative Care Plan training.
- **Development and Delivery of a Recovery College** at Forest Lodge/Close and plans for city wide development of Recovery College/Education Exchange.
- **Workout at Work** – the Clinical Lead Physiotherapist and the whole Physiotherapy Team in learning Disabilities led on this event across the trust raising awareness of exercises to do at work especially for desk bound staff – they ran practical sessions including for the executive directors group and are now visiting teams to promote this.
- **Therapeutic Activities Development.** This work followed a review of people's access to meaningful therapeutic activities in our bed based services as part of minimising the use of restrictive practice. Led by the Trust Director for Allied Health Professions a number of AHPs, Nurses, Psychologists, Activity Coordinators worked on development plan to improve provision of meaningful therapeutic activities and embed activity as 'everybody's business'.
- **Organisation and delivery of Arts Festivals** (2016, 2017 and 2018) With member of the arts and health group this involves supporting different trust sites to put on

events, arranging for other organisations to bring in their expertise and linking up with events happening across the city.

#### AHPs seeking out and gaining regional and national development awards to enhance service delivery

- Kings Fund Older Peoples Fellowship
- HEE Education, Research & Innovation Future Leaders Programme;
- AHPs4PH - Public Health and Prevention Collaborative
- Quality Improvement Secondment
- COT Innovation Award - 'Occupational Therapy and Digital Health, Bridging the Gap.
- Y&H Clinical senate post

All of these have enabled high quality learning opportunities designed to develop leadership and improve services.

#### Research and developments recognised to be making a difference to people lives

- **Care Coordination Association Award.** The Speech and Language Therapy Team in Learning Disabilities, won a national CCA Good Practice Awards for the category "Improving Service User Care through Effective Learning & Development Strategies" for their service project 'Focusing on Dysphagia Care'.
- **Valuing Active Life in Dementia (VALID) research project.** Occupational Therapists in Older Adults Community Services contributed to this multi-site large scale national RCT. They tested standardised interventions working collaboratively with service users and their carers, in finding ways to maintain the highest level of activity possible for the person with dementia to maintain function and enhance quality of life.
- **Brunsmear Awareness Mental Health Football Project** – a weekly group whose participants have serious mental health conditions. Due to the partnership working with organisations such as Sheffield United and the FA they won the Yorkshire and Humber Academic Health Science Network 'Performance Through Partnership Innovation, Improvement and Impact Award'.
- **Neurological Enablement Service (NES)** – led by an AHP and staffed by primarily AHPs (OT,PT,SLT) and some Psychology this has just been recognised by the MS Society as a national example of best practice and awarded a grant to showcase their work.

#### Psychological Practitioners: Who we are and where we work

We employ a full range of Psychological practitioners who deliver a number of evidenced based psychological therapies, clinical supervision, teaching training and audit/service evaluation across a range of services.

The Psychological practitioners include:

- **Clinical Psychologists** who are trained to Doctoral level, registered and regulated by the Health and Care Professions Council (HCPC).
- **Cognitive Behavioural Psychotherapists (CBT)** have a core Clinical professional training (as Registered Nurses, Social Workers or Occupational therapists) and undergo further specialist training at Diploma or Masters level. They are registered and regulated with the British Association for Behavioural and Cognitive Psychotherapies (BABCP).
- **Psychodynamic/Analytic Psychotherapists** have a core Clinical professional training (as Medical Doctor, Registered Nurses, Social Workers or Occupational therapists) and undergo further specialist training at Diploma or Masters level. They are registered and regulated by the British Psychoanalytic Council Or the UK Council for Psychotherapists.
- **Counsellors** complete a diploma training in Counselling and are registered and regulated by the British Association for Counselling and Psychotherapy.
- **High Intensity Cognitive Behavioural Psychotherapists (IAPT)** some staff have a core Clinical professional training (as Registered Nurses, Social Workers or Occupational therapists) or significant experience as a Psychological Well Being Practitioners and undertake additional specialist training at Diploma or Masters level. They are registered and regulated by the British Association for Behavioural and Cognitive Psychotherapies (BABCP).
- **Psychological Well Being Practitioners (PWP** in the IAPT service) undergo a structured programme of training. Their clinical practice is monitored in weekly clinical supervision.
- **Assistant Psychologists** have a degree in Psychology and learn skills and practice on the job. Their clinical practice is monitored in weekly clinical supervision.
- There are other forms of Psychotherapies where staff have undergone further psychotherapy training and are registration with the necessary professional and overseeing body.

We hold a range of external contracts to provide Services to:

1. **Rotherham NHS Foundation Trust** this includes Clinical Psychologists working into: Paediatric Health: Child development Centre: Looked after Children's Services: Neurology and Stroke Rehabilitation Services: Adult Physical Health and Rotherham Hospice and Oncology.
2. **Workplace wellbeing** – we hold an external contract to provide staff support /psychological therapy for the Sheffield Children's Hospital staff: the Medical Deanery along with the provision of therapeutic support for SHSC FT staff.

3. **Doctorate Clinical Psychology Training Programme** Sheffield University via Health Education England – Host responsibilities for 54 trainees across 3 year programme and Clinical Tutors.

The Psychological Practitioners work across the Trusts clinical networks as clinicians, leaders, managers, researchers and educators. The largest part of the workforce 43% work within IAPT and Health and Wellbeing: 26% working across teams and services within the Scheduled and Planned Care network and 5% in the Crisis and Emergency Care network. The remaining 26% of the workforce comes from external contracts. Although we employ around 305 members of staff the majority of the staff are in part-time roles or in full time roles that have two or three roles within them, particularly roles within the Crisis and Emergency Care network.

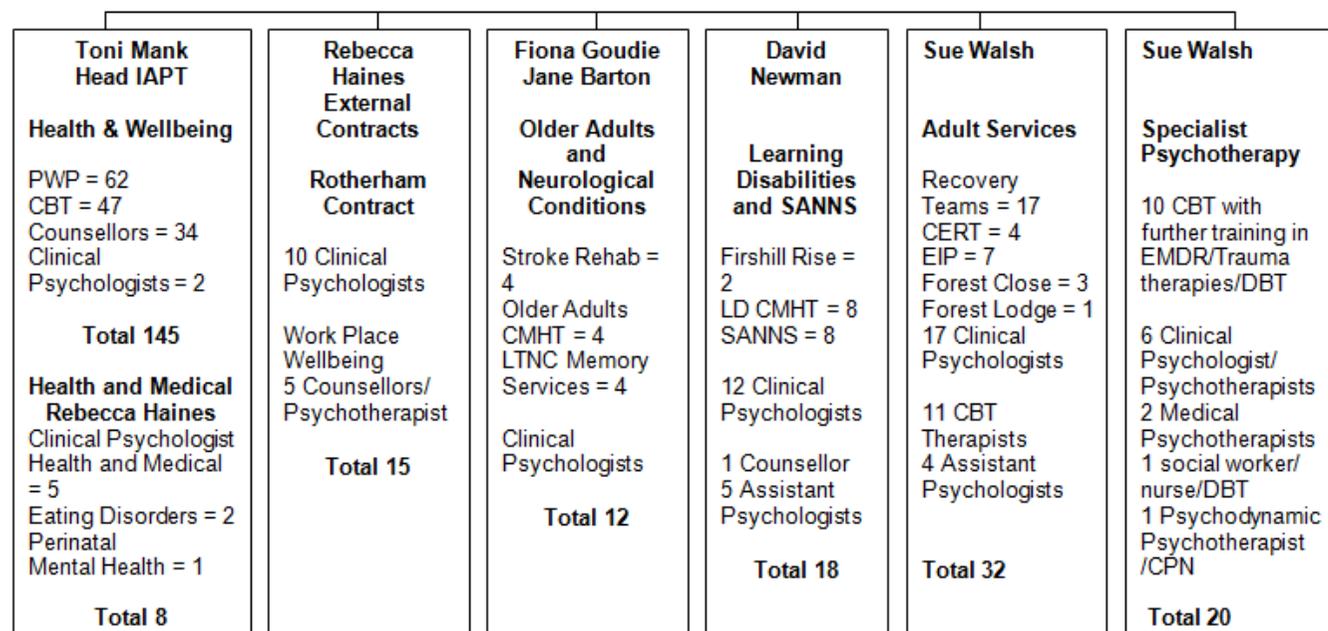
Table 2 below gives an outline of the leadership and staffing structure for Psychological Professions

**Table 2: Outline of the leadership and staffing structure for Psychological Professions**

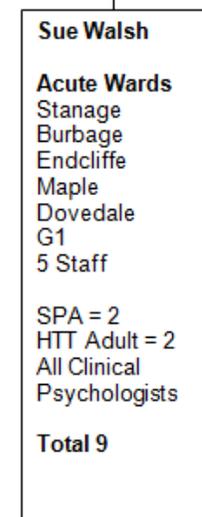
**Psychological Services Senior Leadership and Staffing Numbers**



**Scheduled and Planned Care Network**



**Crisis and  
Emergency Care**



## The value of Psychological Professions Contribution to SHSC

### Workforce.

- We have a good local and national reputation with positive recruitment from the Doctorate Clinical psychology programmes across the Yorkshire and Humber region.
- Retention of our staff compares well nationally and we have good links and relationships with Health Education England (HEE) who have supported staff bids for financial support for Psychological Practitioners to attend extended training e.g. last year HEE sponsored 4 training places to complete EMDR training, 1 place for MsC in Neuropsychological and 2 places for a diploma in Systemic Family therapy.
- Several Psychological Practitioners have taken on senior leadership roles including, Clinical Director and Strategic Lead for SHSC FT with broader responsibilities across the ICS: Clinical Director of learning Disabilities, Lead for Listening into action project and Associate Clinical Director and lead for IAPT.
- The Director of Psychological Therapies is leading on the development of new roles in the workforce including the role of the Multidisciplinary Approved/Responsible clinician across the Yorkshire and Humber region and a national Trailblazer project looking at the development of Clinical Associate Psychologists.

### Psychological Practitioners leading on significant pieces of work for the Trust

Below are some examples:

- **Workforce Strategy:** The Director of Psychological Therapies is leading a multidisciplinary workforce sub group for the Trust looking at what is needed within the workforce over the next 5 years to meet the mental health needs of the people of Sheffield e.g. understanding the workforce demands: integration of new roles: predicted shortfalls and costs.
- **Improving Safety: Firshill Rise Safety Huddles** the Consultant Clinical Psychologist/Clinical director lead on a process of implementing Safety Huddles - an inclusive safety focused conversation involving all staff on shift. Huddles focused on identifying risks from recent incidents and planning for the shift ahead. This has significantly improved patient and staff safety on the unit.
- **Improving Effectiveness and Parity of Esteem between Mental and Physical Health:** Development of Health and Wellbeing IAPT Long term conditions pathway: the Head of IAPT services was successful in bidding for and developing the Health and Wellbeing IAPT Long term conditions pathway which is successfully implemented in STH FT.
- **Development of the Dementia Protocol:** Senior Psychologist in older Adults

CHMT worked with Commissioner colleagues to develop clear guidelines on assessment for Dementia and a Sheffield Dementia Information Pack – this includes an introduction and guide to the medical, care, support and advice services in Sheffield for those worried about their worsening memory problems and those with a diagnosis of dementia.

- **Leadership Training:** 2 senior members of staff have completed the NHS Nye Bevan leadership programme and have used their skills and knowledge to develop a two half day leadership programme to support the development of other staff to take on leadership roles.
- **CCQI Accreditation** – Specialist psychotherapy and IAPT Services have achieved full accredited with the Centre for Quality Improvement sponsored by Royal College of Psychiatry and the British psychological Society, which is the equivalent to a rating as Good with the CQC.

Psychological Practitioners seeking out and gaining local /national development roles and awards to enhance service delivery

- **NHS England advisor on a rehabilitation transformation project.** Senior Clinical psychologist at CERT is seconded to NHS England as advisor on this project sharing and promoting at a national level SHSC FT Trust values and examples of the transformation work completed within the Trust with senior managers, commissioners and clinicians from other Trusts. This psychologically led model has been nominated for a Positive Practice Award.
- **Chair Psychosis and Complex Mental Health Faculty: British Psychological Society,** the Director of Psychological Therapies works 2 days a month for the British Psychological Society, leading on developments related to clinical practice for people presenting with complex mental health problems and shares learning and development with SHSC FT.
- **Development of the Sheffield Psychology Board:** following the Commissioner led review of Psychological therapies across Sheffield the Director of Psychological Therapies worked with Head of Psychology at STH to develop the Sheffield Psychology Board to oversee the development of joined up clinical care pathways between statutory and third sector providers of psychologist therapies.
- **Clinical Outcomes Firshill: Traffic Light Clinical Progress Tracker:** The Consultant Clinical Psychologist led on the development of a clinical progress tracker using behavioural indicators of mental health, well-being and risk/challenging behaviour. This has formed an integral part of the service's communication about progress and discharge planning and has supported the Care & Treatment Review system implemented by Transforming Care. This work has been nominated for a HSJ patient safety award.

- **Development of Psychological Professions Network across Yorkshire and Humber Region:** this work is led by a senior psychologist within SHSC FT who has set up a learning network to support the development of the Psychological Professions: develop better understanding and knowledge of the workforce needs and staffing to aid planning of the workforce with HEE.

Research and developments recognised to be making a difference to people lives

- **CERT Rehabilitation transformation project:** This psychologically led model has been nominated for a Positive Practice Award.
- **IAPT-** has several publications, which outlines its effectiveness in delivering good quality psychological interventions within Primary care and in long-term Health conditions.
- Several members of staff are involved in various **research projects** linked to national programmes of work and with the local universities to better understand the impact of psychological therapies in improving the mental health of people who present with complex needs.

To support those leadership responsibilities there are monthly clinical governance/ practice meetings and professional management meetings. The Professional leads meet monthly to work on broad strategic objectives in line with the Trust plan. The Psychological practitioners hold an annual Development day where good practice is updated.