

**Subject:** **Allied Health Professions Highlight Report 2019**

**Purpose:** The purpose of this paper is to introduce the attached Allied Health Professions Highlight report for 2019

**Recommendation:** IJB are asked to (i) note the content of the attached AHP Highlight report and (ii) endorse the AHP Service objectives for 2020 outlined within the attached report.

<b>Glossary of Terms</b>	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
AHP	Allied Health Professional

<b>1.</b>	<b>EXECUTIVE SUMMARY</b>
1.1	The attached report provides detail on the activity of Allied Health Professions (AHPs) in North Ayrshire Health and Social Care Partnership (HSCP) during the calendar year of 2019.
1.2	<p>The 2019 AHP Highlight report further sets out collective objectives for AHP services in North Ayrshire for 2020 as follows :</p> <ul style="list-style-type: none"> <li>• Continue to maximise the AHP contribution to Multi-Disciplinary working;</li> <li>• Progress a Quality Improvement and Risk Management approach to waiting times;</li> <li>• Implement access to quality supervision for all AHPs;</li> <li>• Continue to prioritise the wellbeing of AHP staff;</li> <li>• Progress the collation of simple, consistent, and robust service performance data, to ensure planning decisions are informed;</li> <li>• Continue to embrace any opportunities presented by advancement in digital technology.</li> </ul>
<b>2.</b>	<b>BACKGROUND</b>
2.1	In North Ayrshire, AHPs encompass several different professional groups – Dietetics Occupational Therapy, Physiotherapy, Podiatry, and Speech and Language Therapy - working as part of multi disciplinary teams across health and social care, hospital and community settings, and across all stages of the life curve.
2.2	The 2018 AHP Highlight report was brought to the Integration Joint Board in March 2019. It introduced the role of the various AHP disciplines, and outlined the contribution of AHPs, in supporting North Ayrshire HSCP to meet its strategic ambitions.

2.3	<p>The 2018 AHP Highlight report set out the following priority areas for AHPs in 2019 :</p> <ul style="list-style-type: none"> <li>• Maximise the AHP contribution to multi disciplinary working;</li> <li>• Continue workforce planning, to maximise the AHP workforce available within North Ayrshire, within the resources available;</li> <li>• Continue work that promotes early access to AHPs and preventative approaches;</li> <li>• Continue to prioritise the wellbeing of AHP staff;</li> <li>• Continue to build on progress around digital agendas;</li> <li>• Ensure progress that supports consistent and robust performance data.</li> </ul>
2.4	<p>The attached 2019 Highlight Report provides update against each of these priority areas. It underlines the strong contribution that AHPs make for the people of North Ayrshire, the improvement culture that has been embraced among team members, and the ways in which AHPs work alongside a wide range of partners; to support recovery, wellbeing, self management and promote independence.</p>
2.5	<p>The 2019 AHP Highlight report further sets out collective objectives for AHP services in North Ayrshire for 2020 as follows :</p> <ul style="list-style-type: none"> <li>• Continue to maximise the AHP contribution to Multi-Disciplinary working;</li> <li>• Progress a Quality Improvement and Risk Management approach to waiting times;</li> <li>• Implement access to quality supervision for all AHPs;</li> <li>• Continue to prioritise the wellbeing of AHP staff;</li> <li>• Progress the collation of simple, consistent, and robust service performance data, to ensure planning decisions are informed;</li> <li>• Continue to embrace any opportunities presented by advancement in digital technology.</li> </ul>
2.6	<p>Members are advised of significant progress made around the agreed priority areas, in the first half of 2020, in part, as a result of response to the COVID-19 pandemic. This progress, and the AHP contribution to rehabilitation and recovery under such circumstance will be described in fuller detail in the future 2020 Highlight report.</p>
3.	<p><b>PROPOSALS</b></p>
3.1	<p><b><u>Anticipated Outcomes</u></b></p>
	<p>The attached Highlight report seeks to assist the IJB in understanding the contribution that AHPs make for the people of North Ayrshire, as part of multi disciplinary teams</p>
3.2	<p><b><u>Measuring Impact</u></b></p>
	<p>Systems to record AHP performance and impact will continue to be refined, with regular reports to the Director of North Ayrshire HSCP, and the North Ayrshire Health and Care Governance group.</p>

<b>4.</b>	<b>IMPLICATIONS</b>	
<b>Financial:</b>	Nil	
<b>Human Resources:</b>	Nil	
<b>Legal:</b>	Nil .	
<b>Equality:</b>	Nil	
<b>Children and Young People</b>	The attached report highlights the contribution of AHPs for the people North Ayrshire, including children and young people.	
<b>Environmental &amp; Sustainability:</b>	Nil	
<b>Key Priorities:</b>	The attached report outlines the contribution of AHPs in North Ayrshire to the priorities articulated in the HSCP's Strategic Plan .	
<b>Risk Implications:</b>	Nil	
<b>Community Benefits:</b>	Nil	

<b>Direction Required to Council, Health Board or Both</b>	<b>Direction to :-</b>	
	1. No Direction Required	X
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

<b>5.</b>	<b>CONSULTATION</b>
5.1	The attached report has been developed in consultation with the AHP Leadership team in North Ayrshire. The HSCP senior management team, and North Ayrshire HSCP Health and Care Governance Group have been consulted in the collation of the attached report.
<b>6.</b>	<b>CONCLUSION</b>
6.1	<p>The attached AHP Highlight Report :-</p> <ul style="list-style-type: none"> <li>Provides highlight of the contribution of AHP services for the people of North Ayrshire in 2019</li> <li>Provides a summary of the challenges faced in 2019</li> <li>Outlines the objectives for North Ayrshire AHP services for 2020</li> </ul> <p>The IJB are asked to :</p> <ul style="list-style-type: none"> <li>Note the content of the attached 2019 AHP Highlight report</li> <li>Endorse the AHP Service objectives for 2020 as outlined within the attached report</li> </ul>

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# ALLIED HEALTH PROFESSIONS

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## HIGHLIGHT REPORT 2019

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**NORTH AYRSHIRE**  
Health and Social Care  
Partnership



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*Submitted for IJB approval 10 July 2020*

# Introduction

In North Ayrshire, the Allied Health Professions (AHPs) encompass several different professional groups – Dietetics, Physiotherapy, Podiatry, Occupational Therapy and Speech and Language Therapy – working as part of multi-disciplinary teams across health and social care; hospital and community settings, and across all stages of the life curve.

AHPs provide services across the North Ayrshire mainland, Arran and Cumbrae; within the Ayrshire Central Hospital Campus – including inpatient and outpatient services at Douglas Grant Rehab Centre and Woodland View – and within communities – including day centres, care homes, people's own homes, social service premises, primary care, education premises and community facilities.

Last year, the first annual report on the activity of Allied Health Professions (AHPs) in North Ayrshire Health and Social Care Partnership was brought to the Integration Joint Board. The report provided an introduction to each of the professional groups led under the umbrella term of AHP and highlighted the contribution and achievements of these professional groups in 2018, as well as some of the key challenges and service aims moving forwards.

## **The priority areas set out for focus in 2019 were agreed as:**

- **To maximise the AHP contribution to multi-disciplinary working.**
- **To continue workforce planning to maximise AHP workforce available in North Ayrshire, within resources available.**
- **To continue work that promotes early access to AHPs and preventative approaches.**
- **To continue to prioritise the well-being of AHP staff.**
- **To continue to build on progress around digital agendas.**
- **To ensure progress supports consistent and robust performance data.**

This year, the 2019 AHP Highlight Report provides an update against those priority areas. It highlights progress and successes over the last year, and summarises the key challenges faced in 2019.

Finally, the 2019 AHP Highlight Report sets out plans and priority areas for focus in 2020.



# 1. AHPs in North Ayrshire will maximise the AHP contribution to multi-disciplinary working

There has been significant activity in 2019 in support of maximising the AHP contribution to multi-disciplinary working in North Ayrshire.

Some examples of this are as follows:

There has been strong AHP input to the leadership, operational sub-groups and multi-disciplinary approach to the transformation around Learning Disability services – Trindlemoss and the Assessment and Treatment Unit, and the Additional Support Needs campus project – developing multi-disciplinary relationships and helping to shape the future model of service.

There has been progress around the 'Weigh to go' weight management approach in Learning Disability Services and multi-disciplinary work between occupational therapy and dietetics on healthy eating/cooking community groups.

Dietetics and Physiotherapy have worked together, delivering tailored activity and weight management advice, improving and targeting activity and exercise in Woodland view, including introduction of the morning mile.

The Physiotherapy Learning Disability department organised and ran a postural management course in October 2019 with internal and external delegates.

The Mental Health Innovation Fund provided opportunity to scope the contribution of speech and language therapy, dietetics and physiotherapy in the Community Mental Health Teams for adults.

Multi-disciplinary approaches have continued within the Beehive and Honeycomb at Woodland View, with a view to providing a range of therapeutic activities for people in the inpatient mental health wards.



Trindlemoss

There has been much progress related to the AHP contribution, as part of multi-disciplinary teams, for people living with dementia and their carers.

## **The local AHP Dementia Forum has continued strong connections with national AHP work around 'Connecting People, Connecting Support', and has supported several local pieces of work:**

- **The Dietetic Mental Health Team developed an interactive session around eating and dementia, and presented at the West of Scotland Dementia Carers Academy.**
- **Home Based Memory Rehabilitation – with local AHP staff participating in a national pilot which has informed the roll-out of this work.**
- **Joint training and project work across Occupational Therapy, supporting assessments for stairlifts for those with cognitive impairment.**

In 2019, the Physiotherapy Service restructure within Douglas Grant Rehabilitation Centre, and Community Rehabilitation teams was progressed, reducing duplication, maximising capacity within the resource available, and aligning caseloads around localities as far as possible, in support of locality based working. Similarly Brooksby Health and Therapy Team are now covering Garnock Valley area in addition to North Coast, with the Occupational Therapy teams between Beechview and Brooksby Health and Therapy Teams working together to provide a service to this area.

North Ayrshire's multi-disciplinary Reablement Service provides input complimentary to other HSCP teams such as the Intermediate Care Team and Health And Therapy Team, working alongside these teams to ensure service users receive an appropriate service with minimal duplication. The aim of the Reablement Service is to help service users achieve the highest level of independence following illness/accident/injury and in turn reduce need for ongoing Care at Home provision, thus releasing capacity within Care at Home to provide service to those who need it most.

In 2019, the Reablement Service was actively engaged in the Care Inspectorate's 'Care... About Physical Activity (CAPA)' improvement programme. The skills and role of Occupational Therapy within the Reablement Service were ideally suited to have targeted conversations to increase the activity levels of Reablement Service users. The CAPA programme provided new ideas and resources for

promoting increased movement with service users, and was easily incorporated into the existing format for delivering Reablement Occupational Therapy intervention.

Following the launch of the new model for Intermediate Care and Rehabilitation in November 2018, there was significant focus in 2019 around implementing the new model, developing this locally to make best use of resources available, supporting multi-disciplinary working, and ensuring delivery of the performance objectives set out in the business case. In its first year of operation, the enhanced Intermediate Care and Rehab Service received 1,576 referrals and avoided 9,807 acute hospital bed days. An independent review of service user experience, led by the Scottish Health Council, highlighted positive experience for those who had used the service.

Equipment training has continued within AHP services, enabling AHPs and AHP support workers to provide non-complex equipment solutions without onward referral, duplicate assessment or delay.

A common approach was established to enable professional triage for the range of community rehabilitation services available in North Ayrshire – Intermediate Care Team, the Health and Therapy Team, domiciliary AHP services, Community Rehabilitation and North Ayrshire Council Occupational Therapy. This has reduced unnecessary waits and inefficiencies.

Local pilot work and training with regards to housing options was initiated in 2019. This is now being progressed into joint work between Housing and Community Occupational Therapy in support of rehousing options, recognising the value of early housing conversations in supporting people's long term quality of life.

Work has continued with the wider multi-disciplinary team, across traditional boundaries for the benefit of the people of North Ayrshire. For example, work progressed around the prevention of falls linking with KA leisure and the Community Link Workers in Primary Care.

Currently in North Ayrshire, HARP is working in partnership with Ardrossan Rugby Club, CDF Fellowship and KA Leisure to trial walking rugby with people affected by long term conditions. This is thought to be a first in Scotland.

A joint approach has been progressed to support development of admin work with GP Dietetic clinics – creating a seamless system for patient admin between partnership and health.

The Dietetic Service participated in a national pilot for Control It (the latest iteration of Conversation Maps) for diabetic patients as part of dietetic contribution to multi-disciplinary working within primary care.

The Senior Occupational Therapist within the Reablement Service participated in an exercise to

integrate goal-setting and case recording into the new Written Agreement for Care at Home service. This involved the provision of user-friendly information about the service and the ongoing process of goal-setting, review and outcome recording in the service user's own Personal Record of Care, which is held within their home. Following development and successful testing, this approach will be introduced as standard practice in 2020.

In partnership with the AHP teams, Ayrshire College offered bespoke classes within the Beehive area of Woodland View hospital on a weekly basis over 12 weeks for each module/cohort. There were five patients from the Forensic Mental Health Service who achieved SVQ modules from the SCQF Level 3 award in Health and Well-being, SCQF Level 4 award in Health and Well-being, and SCQF Level 4 Volunteering Skills award module. In total 14 patients from inpatient and community services completed these modules. One student has now embarked on a full time course at the college campus studying Professional Cookery. Others returned to the hospital for completion of the classes as they had been discharged home and were committed to completing their studies.



Community Forensic Mental Health occupational therapy staff, in collaboration with Speech and Language Therapy and CPN colleagues, have undertaken training in 'Talking Mats' and are currently developing mats to support understanding of the Mental Health Act and understanding of restrictions. This work is being done with consent and collaboration of the company that develop 'Talking Mats' and forms part of improvement work locally being supported by the Scottish Patient Safety Programme lead.

Occupational Therapists in Community Mental Health services clinically support the Individual Placement Support worker and the development of this role. Additionally, Occupational Therapy staff support the development of the Recovery College, North Ayrshire.

In support of the integrated approach across health and social care Occupational Therapy in North Ayrshire, there has continued to be close joint working for the benefit of patients, with social care Occupational Therapy colleagues completing joint visits with health colleagues when required to provide adaptations – allowing access to appropriate services at the right time and reducing duplication, and ensuring a 'rehabilitation first' approach is progressed before agreeing adaptations.

Constraint induced movement therapy is now part of the upper limb management for eligible patients



in stroke. Good outcomes were realised for 16 people in the last year. The next step is wider training planned for AHP staff.

Within in-patient stroke services there has been increased group work activity, often delivered in a multi-disciplinary manner with inpatient nursing colleagues, to increase the number of patients participating in therapeutic activity each day, with groups focusing on falls, lunch and craft groups.

There was multi-disciplinary participation in the Scottish Government stroke standards visit to Redburn Ward, with a focus on standards around rehabilitation.

AHP input was provided to the review of service provision on Isle of Cumbrae.

Shared training was delivered across Child Health, Learning Disability and CAMHS services in SCERTS (Social, Communication, Emotional Regulation and Transactional Support) and Wellness Recovery Action Plan.

**In children and young people's services, there was a continued focus on building relationships with, and expertise amongst, our health visiting colleagues in support of a multi-disciplinary approach:**

- **Ongoing health visitor training – All Health Visiting staff in North Ayrshire are trained around physiotherapy pathways. This has led to decreased referrals for children who do not need specialised services and increased discussion and learning for universal and targeted messages for the Health Visitors.**
- **Involvement in Universal Early Years Protected Learning Time event on 26 November 2019 to continue to build relationships between universal early years and specialist AHPs.**
- **SLT based within Universal Early Years Service continues to support Health Visitors to have robust initial conversations, preventing unnecessary requests for specialist intervention.**
- **Ongoing delivery of training both in-house and accredited training from Speech and Language Therapy practitioners engaging early years staff/teachers and SEN support staff across educational environments.**

In October 2019, two Speech and Language Therapists from the early years SPIN team attended the Royal College of Speech and Language Therapist's conference in Nottingham. The theme for the conference was 'Improving Quality in Speech and Language Therapy – Everyone's Business'. The team's poster was displayed at the conference, the title of it being 'SPINning the Wheel – Helping parents and carers understand what works best to help their wee ones communicate'. The poster illustrated the importance of sharing consistent messages about how to boost children's communication with all the people who have contact with families and young people.

## **2. AHPs in North Ayrshire will continue workforce planning to maximise the AHP workforce available in North Ayrshire, within resources available**

A positive, proactive approach to vacancy management has supported recruitment to a number of key AHP posts in 2019, attracting candidates from external agencies to North Ayrshire, as well as providing opportunity for movement and career progress for internal staff.

Historical savings, applied during the period of time in South Ayrshire Lead partnership arrangements, have now all been accommodated. There were no additional savings applied to AHP services in 2019.

**Several workforce related risks were identified, escalated and progressed through partnership governance and management processes during 2019:**

- **AHP workforce capacity for new Learning Disability Assessment and Treatment Unit.**
- **Children and Young People Speech and Language Therapy capacity.**
- **AHP Capacity within Douglas Grant Rehabilitation Ward.**

The additional workforce associated with implementation of the new model for intermediate care and rehabilitation in North Ayrshire led to an increase in the number of AHP posts within the partnership, bringing additional posts across the range of community rehabilitation services, and supporting the provision of enhanced Intermediate Care, as an alternative to acute hospital

admission seven days per week.

**Several positive opportunities presented in 2019 to scope AHP contribution in areas not previously served, through short term monies – for example the Mental Health Innovation Fund, Action 15 monies:**

- **Role of speech and language therapy in forensic services.**
- **Role of dietetics, speech and language therapy and physiotherapy in adult community mental health. teams**
- **Role of occupational therapy in primary care.**

Opportunities also presented during 2019 to review the skill mix within teams, ensuring best use of resources available and enabling a 'right person for the right task' approach. An example of this was a test of change involving the use of slippage in existing budgets to trial a Band 4 support worker within the North Community Physiotherapy Team. This led to increased assessment capacity for the Band 6 and 7 physiotherapists and a reduction in waiting times within the service.

The position for speech and language therapy adult services improved significantly during 2019 after a prolonged period of change and challenge. Several vacancies were recruited to, bringing stability to the team. The speech and language therapy adult service reconfigured some vacancies to develop and facilitate skill mix, and explore a new role by recruiting a Band 3 SLT Healthcare support worker.

Previous concerns around recruitment of podiatry staff following a number of retirements proved to be unfounded, with all vacancies filled and podiatry candidates expressing a strong desire to work for NHS Ayrshire & Arran.

The speech and language therapy service initiated the early stages of implementing job planning, in support of best use of workforce available, and the staff well-being agenda.

Band 5 staff across AHP services have been successfully supported through 'Flying Start', the national programme for newly qualified practitioners. Band 5 rotational opportunities continue across the three Ayrshire Health and Social Care Partnerships in both physiotherapy and occupational therapy, supporting a wide range of experience and service sustainability.

The Practice Education of AHPs on pre-registration programmes continued in 2019, supporting the

pipeline of future AHPs, with increased students placements offered across the professions as part of Undergraduate and Masters programmes undertaken with Strathclyde, Glasgow Caledonian, Queen Margaret, Edinburgh Napier and Robert Gordon Universities.

The ambition within 2016 'Ready to Act' national AHP strategy highlights the critical place of prevention and enablement, and promotes the least intrusive interventions through a tiered model of service design and delivery including universal, targeted and specialist levels of provision, directly linked to well-being outcomes. With this in mind, an emergent role peer placement was offered for two speech and language therapy students from Queen Margaret University in summer 2019. This idea was developed alongside one of our local voluntary agencies, Centrestage.

In addition, there has been significant opportunity for learning and workforce development in 2019:

Two members of the speech and language therapy team undertook and successfully completed dysphagia training, creating flexibility and supporting sustainability around this important part of the service.

Five staff members in speech and language therapy accessed training for the Hanen 'More than Words' parent programme, which has allowed the team to increase the offer of this programme and have flexibility around the timing of the programme to allow easier access for families. One staff member attended NAPLIC conference on Developmental Language Disorder and shared learning to the team.

Staff across all three podiatry pathways of care have demonstrated and applied increased knowledge in a wide range of health related topics as well as increasing clinical skills, with some staff currently working on Masters modules, doctorate.

A sports science student placement has been created within HARP in North Ayrshire in partnership with Ayrshire College Kilwinning Campus.

Dementia training has been ongoing to ensure all AHPs are equipped to support people living with dementia and their carers – internal and external, including university based modules.

Several AHP team members have completed further training in quality improvement and progressed improvement projects. There were five North Ayrshire AHP posters displayed at the 2019 NHS Scotland conference, illustrating the range of quality improvement work undertaken, mainly in an inter-disciplinary manner. Collaborative work between nursing and occupational therapy around Improving

## Ready to Act



A transformational plan for children and young people, their parents, carers and families who require support from allied health professionals (AHPs)

January 2016





Observation Practice in Ward 10, Woodland View, saw the team involved win a local improvement award, with further national recognition and award at the NHS Scotland conference.

There is an identified need to have a trauma informed workforce with appropriate levels of awareness and skill. In April 2019, an event was organised to highlight the increasing information regarding Adverse Childhood Events. Speakers included representation from National AHP children and young people's strategy, Youth Justice, Police, Clinical Psychology and education.

A Developing Practice course was delivered by psychology colleagues focussed on assessment techniques for patients with low level anxiety and distress. This training was undertaken by a number of AHP delegates. Outcomes included having productive conversations and identifying which patients warrant escalation to psychology for management. Staff have found the knowledge and skills gained to be useful in treating a range of patients.

### 3. AHPs in North Ayrshire will continue work that promotes early access to AHPs and preventative approaches

Despite continued high demand for core service across AHP services, a focus has continued on developing approaches that promote early access to AHP expertise, and preventative interventions.

Successful tests of change have led to provision of outpatient stroke rehab services for people at Brooksby where appropriate, allowing services to be brought closer to home and preventing people travelling to Ayrshire Central Hospital for specialist input.



Following successful implementation of the new model for enhanced intermediate care and rehabilitation in North Ayrshire, the multi-disciplinary enhanced intermediate care team is now available seven days per week, providing a viable alternative to acute hospital admission, and providing rehabilitation seven days a week where required.

Further, the joined-up professional triage approach has simplified the process for referrers and ensured people are streamed to the most appropriate branch of rehabilitation first time, reducing duplication and ensuring high risk cases are supported timeously.

In support of referral activity, positive links have been developed with GPs, Ayrshire Unscheduled Care Service, Emergency Department at University Hospital Crosshouse, Scottish Ambulance Service, and North Ayrshire Council Care at Home services.

The Healthy and Active Rehab Programme – a pan-Ayrshire rehabilitation programme – successfully gained pilot funding for a trial of prehab for people affected by upper GI cancer. This is to use an MDT and AHP approach to provide additional support to people pre-operatively in order to gain fitness, strength and nutrition, therefore preparing them for chemotherapy and surgery. Research has shown that similar interventions reduce bed days and complication rates in this group of people. Greater strength means functional capacity improves and people report less symptoms from chemotherapy.



Outpatient waiting times for adult speech and language therapy have improved due to the stabilised staffing situation, enabling quicker access to the service.

Podiatry Domiciliary re-design/re-assessment of all caseloads – including podiatry assistant caseloads – has now been fully completed, ensuring best use of resources available and supporting capacity for urgent requests to be seen timeously. Arran was the final location for this piece of work that was completed in October 2019, with the patients who have retained within the service now seen by the right care pathway specialist at the right time, in the right place. A summary report by North Podiatry Team Manager is currently being pulled together.

There are now five Advanced Practice Physiotherapists (4WTE) working across the four mainland North Ayrshire clusters in primary care. Fifty eight per cent of practices in North Ayrshire now have a first point of contact Physiotherapy resource, providing early access to physiotherapy and reducing GP workload in line with the GP contract. Work is currently ongoing to map a timeline for resource implementation to the remaining North Ayrshire practices. A 'hosted' service delivery model is being tested within the Irvine, Kilwinning and Dundonald cluster. Plans to support the islands in North Ayrshire are also being progressed. Advanced Practice Physiotherapy service in primary care is lead through the East Ayrshire Health and Social Care Partnership.



Work was progressed in 2019 with the aim of reducing the length of wait for community occupational

therapy assessment in North Ayrshire. While the number of people waiting has remained relatively static, the number of people being assessed within eight weeks of referral improved as a result of the approach taken. Work continues to further improve this position.

Mental Health Innovation monies have allowed a test of change providing occupational therapy in primary care. The pilot site in North Ayrshire was Largs Medical Practice, where early outcomes have proved encouraging, with positive feedback from service users and GP colleagues, and case studies illustrating the personal impact of this approach.

In response to need and waiting times, occupational therapy staff in community mental health services have initiated assessment clinics. The evidence regarding this is being gathered and supported by the Scottish Patient Safety Programme lead.

Following on from Scottish Government Legislation (2018) and a consequent IJB decision in 2019, North Ayrshire Health and Social Care Partnership provided recurring funding for Augmentative & Alternative Communication equipment, ensuring the timely provision of voice output communication technology for adults and children with communication difficulties.

Podiatry Foot and Ankle project – In 2018, the Scottish Government approved a bid for 12-month funding for an advanced Podiatrist. In 2019, the Scottish Government approved permanent funding following an in-depth report having achieved all aims and objectives. In support of national and local strategies, such as the Modern Outpatient Agenda, Realistic Medicine and Caring for Ayrshire, this post has demonstrated the following:



- Transformational change of existing services, setting strong foundations to support continued development of the service across Ayrshire and Arran.
- Shifting the balance of care to appropriate clinicians.
- Transferring care and interventions from acute setting to community outpatient environment.
- Reduction of review appointments.

## **Report Summary:**

- *32 week reduction in surgical wait at University Hospital Crosshouse.*
- *Sixty nine per cent improvement in patients meeting Treatment Time Guarantee (TTG).*

- 20-week reduction in wait for new patient at University Hospital Crosshouse.
- Projected saving approximately £30,000 – removed the need for weekend theatre lists.
- Projected saving £49,408 – Transfer of some minor procedures to community clinics.
- Reduction of review appointments within University Hospital Crosshouse.
- Reduced need for foot and ankle surgery at Golden Jubilee Hospital.
- Established pathways for escalation to surgeons.
- Updated and improved clinical governance documents.

**In children and young people services, a focus around universal and targeted approaches has continued, empowering those most proximal to the child in the strategies most likely to be of benefit, and supporting early access to AHP advice:**

- **Speech and Language Therapy Helpline for anyone concerned with regards to a child's communication.**
- **Delivery of ICAN Make Language Fun parent workshops in a range of early years establishments.**
- **Training delivered to Lead Practitioners from a range of early years establishments – e.g. Learning Language and Loving it.**
- **Continue to work with Communication Champions across early years establishments to build capacity.**
- **SLT contributed to the development of the Communication Clinic Pathway at Rainbow House .**
- **Development of specific drop-in sessions by Speech and Language Therapy service, which supports early access and reduces anxiety at point of discharge.**

Makaton Beginners and Follow-up sessions continues to be delivered on an area-wide basis – families and a range of partners in North Ayrshire have accessed these sessions. Makaton sign and sing classes have been introduced with success. SLT service held first Ayrshire Makaton Family Day, with craft activities, sign practice, and sing and sign, utilizing a themed approach, with positive feedback gained.

Collaborations with the third sector in North Ayrshire have progressed during 2019. A specific



example being collaborative work co-created between North Ayrshire AHPs and Centrestage to deliver universal and targeted health messages to the people of North Ayrshire, as well as providing early access to AHP advice. As a follow-on to this work, a training programme was then delivered to Centrestage colleagues to facilitate their skills and confidence in promoting healthy lifestyles and behaviours when the AHP team were not present. This work was presented at the 2019 health and social care gathering in Stirling.

## **4. AHPs in North Ayrshire will continue to prioritise the health and well-being of AHP staff**

The well-being of AHP staff in North Ayrshire remains a priority area. Several examples of activity progressed to support AHP well-being are highlighted below :

Significant progress has been made around the local implementation of supervision for AHPs, in line with the 2018 National Position Statement on Supervision for Allied Health Professions. A quality improvement approach has tested tools and approaches with a number of AHP teams, with the development of a Quality Assessment Tool and site on the intranet to host learning, tips and tools. Positive feedback has been received from the teams involved, with benefits seen in terms of well-being and practice issues. Work continues with the ambition that all AHPs in Ayrshire have access to quality supervision, consistent to that outlined in the National Position Statement.

The Pan-Ayrshire AHP Well-being group has continued to provide information and training in support of staff well-being, including the delivery of Wellness Recovery Action Plan (WRAP) training for staff, and team sessions around resilience.

An opportunity arose for the full Physiotherapy service to participate in the Health and Safety Executive survey around organisational stress. This resulted in an action plan being developed and progressed by the physiotherapy teams.

The North AHP Teams participated in the annual i-matter survey in 2019, providing opportunity for team conversations and action plans focussed on what those teams celebrate about being a team, and areas for further consideration or improvement. The average Employee Engagement Index score for the North AHP teams who received an individual team report was 80 (out of 100).

Team and individual stress risk assessments were conducted as part of health and safety audits.

Lone Working – Dietetics have trialled a new device for North Ayrshire which evaluated well. Await

next steps and long term plan around lone working organisationally.

A group has been set up in Occupational Therapy child health team looking at staff well-being overall.

To compliment the new Practice supervision model for AHPs, additional sessions of Action learning sets were undertaken as part of a PGcert qualification. These sets focussed on AHP team lead staff who have a dual role, both clinical and management, for peer support on the leadership and management aspects of their roles. The ambition is to continue these alongside the review of supervision.

Leadership visits were undertaken by AHP senior manager and new Associate Director for AHPs in a number of teams, with invitation open to teams for AHP senior manager to attend team meetings.

All AHP staff in North Ayrshire have had the opportunity to attend the HSCP Thinking Different, Doing Better sessions, to feedback on life as an AHP in the partnership and help shape the future. 110 AHPs attended these sessions during 2019, with the remainder scheduled to attend in early 2020.



Team leads and service managers have participated in the Daring to Succeed programme led by NHS Ayrshire and Arran's Chief Executive, with consequent team based conversations.

Informal AHP information sessions took place for AHP staff working in Learning Disability services in November 2019. 31 AHP staff attended from across the AHP professions. These sessions were supported by the AHP Leadership team, the LD Leadership team, with HR support, and Partnership representation. These sessions outlined the plans around changes within LD services, shared current thinking around AHP input within existing resource and proposed plans to manage demand in the short and long term. Further, the sessions provided opportunity for those in attendance to share their experiences of working as an AHP within LD services in Ayrshire, and to share thoughts around the proposed moves and model.

Extended AHP leadership meetings take place six times per year, providing regular opportunity for shared leadership, peer support, and ensuring the wider AHP leadership team are engaged and able to influence the direction of AHP services in North Ayrshire.

In response to Ayrshire and Arran's WOW strategy, applications were submitted by a number of North AHP teams. The North Ayrshire SLT team selected an afternoon at Braehead Cook School which will take place in 2020. The North Community Physiotherapy Team similarly have a team cohesion event on Arran planned for 2020.

A Journal Club has been re-instated in speech and language therapy with initial focus on approaches for speech sound disorders.

## 5. AHPs in North Ayrshire will continue to build on progress around digital agendas

Advancements in digital present multiple opportunities for AHPs. Some example of progress made around digital agendas in 2019 are highlighted as follows :

Community of practice for Occupational Therapy Service in North Ayrshire has now been established – majority of areas have populated the site with service information, which will be regularly updated to keep it 'live'.

In support of agile working, the roll-out of provision of digital devices has continued across AHP services in North Ayrshire. The vast majority of staff working in AHP services are now enabled to work digitally, with the associated efficiency benefits. Provision of devices for those outstanding – predominantly the mental health community teams – will remain a priority area for action in 2020.

Additionally, the majority of AHP services across hospital and community settings are now using an electronic system for patient records – EMIS, Care First, or Care Partner. Further work is pending to roll-out to other staff including Douglas Grant Rehabilitation Centre. Work continues to enable read-only access across systems in support of joined up care. The service areas not using an electronic system are in process of being moved onto one in 2020.

'Attend Anywhere' has been found to be a viable appointment option for patients requiring occupational therapy and speech and language therapy. Speech and Language Therapy has successfully piloted the use of Attend Anywhere on Arran and the use of Attend Anywhere is now being implemented on Arran and the mainland.

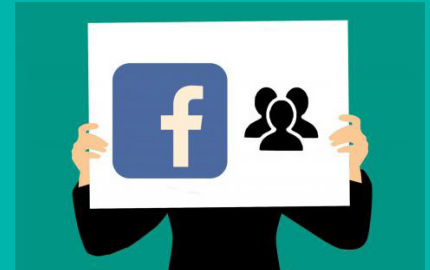
The Speech and Language Therapy service have a plan moving forward to build staff capacity around Attend Anywhere, progressing to increased offering for range of client groups.

North Community Physiotherapy team are using Attend Anywhere to enable virtual staff meetings across Arran and mainland staff.



## **In support of wide access to universal information that promotes health and well-being, and in meeting demand, many AHP teams have utilised social media:**

- **Physiotherapy Paediatrics Team Facebook and Twitter pages and we site developed and posts updated. The team is considering Instagram to target the under 40s.**
- **MSK Physiotherapy team Facebook page.**
- **Makaton Facebook page.**
- **SPIN Facebook page.**
- **Occupational Therapy Facebook page (A&A OT Community) shares relevant information between practitioners.**



The North Ayrshire extended AHP Leadership team held a Twitter session in December 2019, sharing best practice from HCPC and the AHP professional bodies, and providing advice on setting up and using social media for professional purposes.

The speech and language therapy team developed a Learn Pro Module for Health Visitors, offering universal messages to support communication development.

One staff member in speech and language therapy has accessed training on film-making at the Royal Conservatoire. This has allowed the team to develop video materials for sharing on social media regarding speech, language and communication needs, as well as developing an online Therapy Information session to improve access for families.

Speech and language therapy, with the support of local and national procurement services, are working with the Scottish Government's Assisted Communications Team to pilot the use of amended fields when ordering via PECOS. This will support the gathering of information on ordering patterns and spending on AAC equipment.

Occupational Therapy staff have started a project around the potential use of digital photography for home environment assessments as part of discharge planning from the rehabilitation wards at Douglas Grant Rehabilitation Centre.



## 6. AHPs in North Ayrshire will ensure progress supports consistent and robust performance data

Work has continued to record, collate and present AHP activity data in a consistent manner across service areas.

IoRN 2 (Indicator of Relative Need) data has been used across intermediate care and rehabilitation – demonstrating the impact of service on people's levels of independence.

With more services now utilising electronic systems, automated detail around activity will become more efficient and reliable. The intermediate care and rehabilitation hub as an example is already able to provide detail around referrals and activity for the range of community services associated.

The devolution of AHP administrative support to the North Ayrshire HSCP will further progress collection and use of consistent performance data.

In podiatry, as a result of working jointly with Business Intelligence, the service is able to report accurate data monthly from all pathways of care and significantly Podiatry Enablement performance/ data for each HSCP.

Speech and language therapy for children and young people are beginning to build an up to date balanced systems report for submission to the Scottish Government in 2020.

Small change/Big Impact campaign from the Royal College of Occupational Therapists, as part of national Occupational Therapy Week, gave opportunity to highlight the impact of occupational therapy locally – this involved several local initiatives/stands as well as two staff events over two afternoons to share good practice. Feedback from staff was very positive.

In addition, as part of the Occupational Therapy Week celebrations, Ruth Maguire MSP met with senior health and care occupational therapy staff regarding different practitioner roles in neurological rehabilitation services. This was publicised in Occupational Therapy Week and A&A bulletin.

Care Opinion is increasingly being used as a source of data, with patients and their families using this as a mechanism of providing feedback on services.

## 7. Key challenges experienced in 2019

- The AHP workforce comprises mainly of small teams, which are sensitive to unplanned leave, with limited capacity to cover planned leave at times.
- Continuous high demand for AHP services, with waiting times in some areas.
- Unmet need in certain areas – which is not always simple to quantify.
- Collection of service performance data in a simple, time efficient manner.
- Limited administrative capacity.
- The duration of recruitment processes, and recognition that some posts have proved difficult to recruit to.

## 8. Plans and priorities for 2020

### **In 2020, AHPs in North Ayrshire will:**

- **Continue to maximise the AHP contribution to multi-disciplinary working.**
- **Progress a Quality Improvement and Risk Management approach to waiting times.**
- **Implement access to quality supervision for all AHPs.**
- **Continue to prioritise the well-being of AHP staff.**
- **Progress the collation of simple, consistent and robust service performance data, to ensure planning decisions are informed.**
- **Continue to embrace any opportunities presented by advancement in digital technology.**