

EAST AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

AUDIT AND PERFORMANCE COMMITTEE: 07 MARCH 2023

**ALLIED HEALTH PROFESSIONALS
SERVICE IMPROVEMENT PLAN 2021-24: PROGRESS UPDATE**

Report by Allied Health Professionals Senior Manager

PURPOSE

1. To present to the Audit and Performance Committee a report highlighting the progress achieved by the Allied Health Professionals service in completing the actions and advancing the strategic objectives outlined within its Service Improvement Plan 2021-24. The report provides an overview of the improvements secured across the Allied Health Professionals service portfolio as at 20th February 2023.

RECOMMENDATIONS

2. It is recommended that Audit and Performance Committee:
 - i. Receive the report;
 - ii. Note and comment on the progress of the Allied Health Professionals Service Improvement Plan; and
 - iii. Otherwise note the content of this report.

SUMMARY

3. The planning and reporting period for Service Improvement Plans covers the three-year period from 2021 to 2024. This report outlines the key improvements and progress made up to 20th February 2023 in relation to the Allied Health Professionals Service Improvement actions. There has been good progress across these actions with an overall 80% completion to date, however it should be recognised that system pressures have impacted on the progression of some actions. Further details are set out in Appendix 1.
4. This report focusses on the Improvement Action Plan element of the Service Improvement Plan, however the Allied Health Professionals current Quality Assurance Framework and Risk Register have also been included in Appendix 2 and Appendix 3 to provide wider operational context.

BACKGROUND

5. Service Improvement Plans are the Partnership's core mechanism for setting out service level contributions to the delivery of our strategic priorities. They also contribute to the Wellbeing theme of the Community Plan 2015-30.

6. Service Improvement Plans were established in 2016-17 and have subsequently driven improvement activity across the Partnership's service portfolios. Their development is part of an ongoing cycle to deliver continuous improvement across services and to ensure that we achieve positive outcomes for the people and communities we serve. The Plans are driven and shaped by the views of our workforce and stakeholders, and are informed by feedback from ongoing engagement with the people who use our services.
7. Service Improvement Plans (SIPs) contain three core components, which taken together form a robust planning and improvement programme for the period of the Plan. These include an Improvement Action Plan, detailing the range of improvement actions and activities that will be undertaken by services, a Quality Assurance Framework, which outlines service-specific measures to track progress, and a Risk Register, which identifies high level risks and the actions that will be taken in mitigation.
8. An important adjustment was introduced in the approach to the development of SIPs in 2021, with the planning period extended to cover the three-year period from 2021 to 2024, rather than a one-year planning cycle, as implemented previously. This change brings the SIPs into closer alignment with the Strategic Plan 2021-30, which sets out medium term deliverables to 2024. It also provides further scope to plan and implement improvements over the medium to longer term. It should also be noted that, as 2021 was a transitional year in respect of the shift to a three-year planning cycle, services adopted a blended approach to development of their SIPs, which contain improvement actions with both a one-year and a three-year timescale.
9. Service Improvement Plans 2021-24 cover the following service areas, however this report focusses on the progress of Allied Health Professionals services:
 - Locality Health and Care;
 - Children's Health, Care and Justice;
 - Wellbeing and Recovery;
 - Primary Care and Urgent Care Services; and
 - Allied Health Professionals.

ALLIED HEALTH PROFESSIONALS SERVICE IMPROVEMENT PLAN PROGRESS UPDATE

10. Allied Health Professionals (AHPs) deliver a wide range of services across East Ayrshire including: Dietetics, Occupational Therapy, Physiotherapy, Podiatry, Speech and Language Therapy. In addition, East Ayrshire hosts pan-Ayrshire MSK AHP Services and Orthotics.
11. In contributing towards the Partnership's Strategic Plan and the Wellbeing Delivery Plan, AHP Service Improvement Plan actions within the reporting period focus on:
 - understanding the needs of our communities and what matters to them;
 - focusing on prevention and health improvement linked to population needs;
 - having equitable waiting times that reflect acceptable risk;
 - using a whole systems approach in redesigning services;

- building QI capacity and capability within the AHP workforce;
- ensuring that the workforce feels valued;
- having job planning that improves staff wellbeing;
- being a flexible, responsive, community focused workforce; and
- bridging the workforce gap through sustainable, supported local employment opportunities and links to HEI.

12. Appendix 1 displays the detail of progress made in relation to each of the action areas, including percentage completion and narrative reflecting the work undertaken to date. Good progress has been made across the Allied Health Professionals 2021-24 Service Improvement Plan actions, with overall completion currently sitting at 80% on Pentana. At the time of reporting, 12 of the 26 identified actions are complete, with 14 actions in progress (ranging from 40% to 75%). No actions are overdue.

13. Action areas of completion include:

- Scoping to understand the lessons learned from Covid19 for AHP services and utilise feedback to plan for the future;
- Mapping children and young people AHP services to wellbeing model and identify improvements to align services;
- Testing children and young people Occupational Therapist in Mental Health;
- Testing additional band 5 Occupational Therapy capacity in Community Mental Health Team;
- Understanding the professional support role of AHP in care homes and test new models of care;
- Linking with GP practices to identify opportunities to enhance MDT working;
- Develop a social media profile for MSK and understand impact for people;
- Develop a social media profile for children and young people and understand impact for people;
- Scope investment in Primary Care Occupational Therapy and First Contact;
- Ensure AHP representation at all new build development opportunities;
- Understand the lessons learned for AHP staff during COVID pandemic and utilise feedback to plan for the future; and
- Scope current QI capacity and capability within the AHP workforce and identify opportunities for improvement.

14. Areas of challenge to progress in next reporting period include:

- The AHP review, analysis and reporting is a significant piece of work in size and volume that will continue to be progressed.
- Workforce and staff wellbeing remain a priority.

PEOPLE WHO USE SERVICES AND CARERS IMPLICATIONS

15. The publication of Service Improvement Plans is part of an ongoing cycle of delivering continuous improvement in delivering positive outcomes for our residents and communities. This report highlights progress against improvement actions identified across the Allied Health Professionals service portfolio. This improvement activity aims to enhance the delivery of services and therefore impacts positively on those who use services and carers in terms of service quality, service experience and outcomes. As part of the AHP Review there is local engagement taking place with people who use services and their carers to understand the implications of service delivery for them.

FINANCIAL IMPLICATIONS

16. Service budgets and planned efficiencies continue to be key aspects of the Service Improvement Plans for 2021-24. Testing new models of care requires financial investment, current funding has been secured through savings accrued from staff turnover. As part of the AHP Review recommendations will be made regarding the long term financial sustainability of key posts.

HUMAN RESOURCE IMPLICATIONS

17. There are no Human Resource implications arising directly from this report. Workforce planning and organisational development continue to be core aspects of the Service Improvement Plans for 2021-24.

COMMUNITY PLANNING / POLICY

18. The Service Improvement Plans 2021-24 contribute to the Wellbeing Delivery Plan of the Community Planning Partnership.

TRANSFORMATION IMPLICATIONS

19. Service Improvement Plan activities contribute towards East Ayrshire's implementation of the NHS Ayrshire and Arran Caring for Ayrshire transformational agenda. There is currently an AHP Review taking place that will identify areas to improve the effectiveness and efficiency of services, contributing towards achieving the principles of the HSCP Transformation Strategy.

EQUALITY IMPLICATIONS

20. There are no equality implications arising directly from this report.

RISK IMPLICATIONS


- 21.** Risk identification and management continue to be aspects of the Service Improvement Plans for 2021-2024. The recent whole systems pressures have impacted on progression of some of the actions contained within the plan during this last quarter. Finance to test new models of care has been sourced from staff turnover. There is financial risk where new models require to be implemented permanently. It is planned to identify and address the financial risks as part of the AHP Review that is being undertaken.


Lianne McInally
Allied Health Professionals Senior Manager
21/02/2023



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Appendix 1



Allied Health Professionals Service Improvement Plan 2021/24


Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
Scoping to understand the lessons learned from Covid19 for AHP services and utilise feedback to plan for the future	We will recover in partnership, involving people who are vulnerable or socially disadvantaged as well as delivery partners in all sectors, making the most of their strengths: Scoping to understand the lessons learned from Covid19 for AHP services and utilise feedback to plan for the future	Starting Well, Living Well	31-Mar-2023	100%		Staff engagement and survey are now complete. Results will form part of the AHP review conclusions & recommendations.	Lianne Mcinally; Elaine Ogilvie
						AHP Review is currently underway. There has been some opportunity for face to face discussions and virtual meetings. Further staff engagement is planned over September and October.	
						Carried forward from 2021/22. Some initial qualitative data gathered on lessons learned during COVID. During period 2021/22 2nd and 3rd waves disrupted progress as staff were not able to engage in feedback due to service pressures. MSK have completed a session with	

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						physiotherapy staff regarding remobilisation of services that included lessons learned. Other services including Dietetics, Speech and Language Therapy, Podiatry, Physiotherapy, Occupational Therapy and Orthotics have tested and implemented new ways of working in response to the pandemic some changes are planned to be maintained. Questions have been built into current AHP Service review to capture views of staff through 1:1 and focus group discussions.	
Mapping the Framework for supporting people through recovery and rehabilitation during and after the COVID19 pandemic to East Ayrshire HSCP AHP services and identify areas for improvement	Mapping the Framework for supporting people through recovery and rehabilitation during and after the COVID19 pandemic to East Ayrshire HSCP AHP services and identify areas for improvement.	Starting Well, Living Well	31-Mar-2023	<div data-bbox="1120 893 1317 938" style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">75%</div>		<p>Mapping has continued as part of the AHP review. We are waiting on a new mapping tool from the Scottish Government. In the absence of the mapping tool, we have incorporated this into the AHP review.</p> <p>Awaiting self assessment tool from Scottish Government to map services.</p> <p>Carried forward from 2021/22 due to waves 2 & 3 of the COVID pandemic. Scottish Government had highlighted that there would potentially be a self</p>	Lianne Mcinally; Elaine Ogilvie


Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						staff. An ACP meeting was also arranged to take forward this worked but was cancelled due to service pressures. Date to be scheduled for ACP meeting in September.	
Mapping CYP AHP services to wellbeing model and identify improvements to align services	We will recover in partnership, involving people who are vulnerable or socially disadvantaged as well as delivery partners in all sectors, making the most of their strengths	Starting Well, Living Well	31-Mar-2022	<div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div>		<p>Mapping for CYP AHP has taken place and improvements aligned to HEART Model.</p> <p>AHP Alignment to the HEART model agreed with a lead/link AHP identified for each community and uni professional supports for the AHP link agreed.</p> <p>Model due to be implemented in April 22</p>	Lindsay Kerr; Louise Steel
Understand the intergenerational cycle and opportunities for interruption	We will recover in partnership, involving people who are vulnerable or socially disadvantaged as well as delivery partners in all sectors, making the most of their strengths	Starting Well, Living Well	31-Mar-2024	<div style="background-color: #4f81bd; color: white; padding: 2px;">70%</div>		<p>The Care Home element should be suspended at present given current staff capacity and the reliance of partner agencies to take this forward.</p> <p>New supports are being developed and delivered around care experienced children and young people via</p>	Lindsay Kerr; Louise Steel


Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						<p>Corporate Parenting Wellbeing Workstream and initial discussions underway around children and young people in conflict with the law via the Whole Systems Approach and in partnership with social services and Police Scotland.</p> <p>Further work on inter-generational cycle has been delayed due to COVID19 as some of the inter-generational opportunities could not be accessed. For example not feasible to link CYP groups to Care Homes face to face. This action has therefore been extended and carried forward.</p> <p>Awareness raising across all CYP Strategic groups in East Ayrshire, increased understanding of the AHP skills and capacity to interrupt the intergenerational cycle.</p> <p>Ongoing work required with practitioner group to explore models of service which support more universal and targeted levels of delivery</p>	

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
Testing CYP Occupational Therapist in Mental Health	We will recover in partnership, involving people who are vulnerable or socially disadvantaged as well as delivery partners in all sectors, making the most of their strengths	Starting Well, Living Well	31-Mar-2022	100%		<p>Fully implemented.</p> <hr/> <p>Post has been recognised as a key element of the mental health resource for children and young people.</p> <p>Post holder continues to use improvement methodology to test supports and provides regular updates and reports.</p> <p>Post has been recognised as an example of innovation and learning shared locally and nationally</p> <hr/> <p>Band 6 Occupational Therapist now in post permanently - collecting data and updating progress report regarding outcomes achieved to date. Reports to be uploaded.</p>	Lindsay Kerr; Louise Steel
Testing additional band 5 OT capacity in CMHT	We will recover in partnership, involving people who are vulnerable or socially disadvantaged as well as delivery partners in	Starting Well, Living Well	31-Mar-2022	100%		Band 5 Occupational Therapy post was successful within CMHT and demonstrated impact on reducing waiting times and improving outcomes for individuals living with mental health conditions. Funding was temporary	Lindsay Kerr

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
	all sectors, making the most of their strengths					<p>and permanent funding is being pursued.</p> <p>Final SBAR including waiting times available and sent to head of service and senior managers -Mental health and AHP. RTT 18 weeks now being met, significant improvements of 61 weeks waits in February 2021 to 12 weeks in February 2022.</p> <p>Additional band 5 in post (funded through RMP3 until end March 22) - updated SBAR completed February 2022 demonstrating impact and improvement in waiting times for Adult CMHT OT.</p>	
Identify and testing new models of care in Unscheduled Care	We will recover in partnership, involving people who are vulnerable or socially disadvantaged as well as delivery partners in all sectors, making the most of their strengths	Starting Well, Living Well	31-Mar-2024	<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"> 75% </div>		We have completed a test of change with Occupational Therapy & Physiotherapy at the 'Front Door' and CAU at Crosshouse Hospital. This had a positive impact on reducing length of stay and earlier intervention. We are currently working with the Directors to develop a sustainable model. We have extended the posts of SLT and Dietetics at CAU to the end of March 2023.	Lianne Mcinally; Elaine Ogilvie

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						<p>Testing of Dietitian and Speech and Language Therapy roles in CAU at Crosshouse Hospital have indicated that more people are being reviewed in a timely manner. Waiting time for Dietetics has reduced from 2.4 days (Jan to April) to 0.9 days (May-August) £948 per patient length of stay. Number of referrals has increased by 52% and number of patient contacts in CAU is 177 (May to August) vs 73 (Jan to April). 20% of the referrals have returned home from CAU. Speech and Language Therapy have increased the number of people assessed in CAU. The majority are now assessed on the same day as referral. Prior to Speech and Language Therapy input in CAU a number of people would have been discharged home with no swallow assessment or review. People are stabilised and managed in CAU and will require less intervention for their swallowing meaning they can tolerate nutrition and hydration more quickly</p>	

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						<p>and this should impact on their recovery.</p> <p>Carried forward from 2021/22. Temporary funding allocated from Scottish Government. Planned recruitment in December 2021 however unable to recruit to temporary posts and paper presented to CMT for permanent funding. Further paper to presented to SPOG on Pan Ayrshire basis. Meantime East Ayrshire HSCP have appointed Dietitian and Speech and Language Therapist to CAU at University Hospital Crosshouse to test model at front door for 9 months and improve outcomes for patients on initial admission to hospital. QI approach being taken.</p>	
Understand professional support role of AHP in care homes and test new models of care	We will recover in partnership, involving people who are vulnerable or socially disadvantaged as well as delivery partners in all sectors, making the most of their strengths	Starting Well, Living Well	31-Mar-2023	100%		There is a model in place pan-Ayrshire of AHP support delivered through the Care Home Professional Support Team and work is ongoing to develop the service. We have delivered a falls collaborative session in East Ayrshire and this included AHP sessions on foot care and MUST / diabetes.	Lianne Mcinally; Elaine Ogilvie



Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						<p>Dietitian and Occupational Therapist in post and currently exploring models for AHP intervention. Exploring Speech and Language Therapy recruitment and Podiatry input to support footcare education and training.</p> <p>Carried forward from 2021/22. Scoping work completed to understand current models of AHP delivery pan Ayrshire. AHP Senior Manager led engagement sessions with Care Home staff and wider stakeholders to understand current challenges around access to AHP. Occupational Therapist and Dietitian have been appointed to Care Home Professional Support Team in response to initial testing and findings. Occupational Therapist in post in July 22. Dietitian will be in post in August 22. Continuing to support the development and testing of new models of care. This will include improved timely access to AHP for care home residents.</p>	
Link with GP practices to identify opportunities	We will recover in partnership, involving people who are	Starting Well, Living Well	31-Mar-2023	100%		We have Occupational Therapists established within GP Practices and MSK (Musculoskeletal) Practitioners	Lianne Mcinally;

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
to enhance MDT working	vulnerable or socially disadvantaged as well as delivery partners in all sectors, making the most of their strengths					delivering first point of contact assessment and treatment within Practices. Dietetics continue to provide input to Practices and Podiatry a re supporting the training of CTAC diabetes screening.	Elaine Ogilvie
						Identified practices in Doon Valley cluster to test MDT working. Occupational Therapy are using complexity case finder and electronic frailty index to identify people who would benefit from earlier intervention and prevention. Plan to test approach with 10 people initially as part of a quality improvement approach.	
						Carried forward from 2021/22 due to COVID pandemic and system pressures. New Occupational Therapy team have been employed to support GP practices. MSK, Dietetics and Podiatry continue to deliver AHP services in collaboration with GP practices. Dietetics services have been delivered virtually as the wider MDT had to reduce footfall within practices - now starting to remobilise back to face to face clinics. Podiatry	

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						are working with CTAC staff to plan footcare screening. Podiatrists have also been supporting community nursing with wound care. Plan to commence use of complexity case finder and electronic frailty index to identify people and deliver MDT interventions for people with mild, moderate and severe frailty - currently working GP lead and Nurse Consultant to develop model.	
Scoping to understand digital poverty and the impact on access to AHP services	Maximise the continued use of new technology and maintain services to local people and families.	Caring for East Ayrshire / Digital Connections	31-Mar-2023	<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;"> 70% </div>	▶	<p>Engagement sessions are taking place as part of the AHP review to understand the impact of digital poverty on access to AHP services.</p> <p>Carried forward from 2021/22 due to COVID pandemic and system pressures. Planned to meet with CVO East Ayrshire in 2021 to discuss previous scoping work completed regarding digital poverty - meeting cancelled due to staff absence. Liaison with Pathfinder Project to understand links to digital poverty and any themes relevant to AHP services. AHP Senior Manager and new partnership engagement officer have</p>	Lianne Mcinally; Elaine Ogilvie

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						connected and discussed a plan to engage with people as part of AHP service review. This will include scoping to understand digital poverty and impact on access to AHP services.	
Work with health improvement colleagues to understand the needs of local communities and identify opportunities through digital technology to support health improvement/prevention role for AHP services	Maximise the continued use of new technology and maintain services to local people and families.	Caring for East Ayrshire / Digital Connections	31-Mar-2024	<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;"> 70% </div>	▶	<p>We are continuing to work with Health Improvement colleagues and there has been a group established locally to consider the Scottish Allied Health Professions Public Health Strategic Framework Implementation Plan. AHP Senior Manager is now a member of the National Implementation Group.</p> <p>Continue to meet with health improvement colleagues and develop approach.</p> <p>Carried forward from 2021/22 due to COVID pandemic and system pressures. Regular meeting established with AHP Senior Managers Pan Ayrshire and Health Improvement Team to understand the needs of local communities. Also working with LIST Analysts to review population data and current health needs. MSK and Speech and Language Therapy have</p>	Lianne Mcinally; Elaine Ogilvie


Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						social media pages that have high usage from public. Plan to explore this more through public engagement with AHP Service review.	
Develop social media profile for MSK and understand impact for people	Maximise the continued use of new technology and maintain services to local people and families.	Caring for East Ayrshire / Digital Connections	31-Mar-2022	100%	✔	Completed and ongoing Completed and ongoing	Christine Wallace
Develop social media profile for CYP and understand impact for people	Maximise the continued use of new technology and maintain services to local people and families.	Caring for East Ayrshire / Digital Connections	31-Mar-2022	100%	✔	East Ayrshire Occupational Therapy and Speech and Language Therapy have active social media presence. This has increased over 21/22. Physiotherapy have a pan Ayrshire approach and continued to build their presence. Increase in social media offer across AHP CYP services with OT, Physio, SLT using Facebook and Twitter routinely. Increase in practitioner use of Twitter. OT Advice line established and promoted via social media. Opportunity for AHP CYP teams to connect with EHSCP webpages.	Lindsay Kerr; Louise Steel

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
Increase the use of care opinion to gather feedback and improve services	Maximise the continued use of new technology and maintain services to local people and families.	Caring for East Ayrshire / Digital Connections	31-Mar-2024	<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #d9e1f2; display: flex; align-items: center; justify-content: center;">40%</div>		We are continuing to encourage patients to use Care Opinion for feedback. The current focus is on the face to face engagement with the public and patients as part of the AHP review. We will progress this once we have gathered that feedback.	Lianne Mcinally; Elaine Ogilvie
						Limited progress since last update due to staff leave.	
						Carried forward from 2021/22 due to COVID pandemic and system pressures. AHP services have access to care opinion and had been linked via NHS Ayrshire and Arran. Plan to link AHP service tree to East Ayrshire HSCP. AHP Service Managers have refreshed information regarding care opinion and plan to consider how to increase service user engagement with care opinion. Scoping the use of ipads for outpatient clinics and possibility of volunteers to support completion of feedback.	
Scope investment in Primary Care	Adopt the Scottish Approach to Service	Caring for East Ayrshire	31-Mar-2022	<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #d9e1f2; display: flex; align-items: center; justify-content: center;">100%</div>		Permanent funding recieved for OT in primary care through action15.	Lindsay Kerr;

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
Occupational Therapy and First Contact	Design to understand the needs of our citizens, workforce and stakeholders and create opportunities through a range of perspectives and collaboration in redesign solutions					<p>1 xB7 (0.93 wte) and 1.6 WTE Band 6, all staff now in post as of April 2022. Ongoing evaluation and spread within East Ayrshire primary care clusters.</p> <p>Permanent funding secured from action 15 (mental health) for Occupational Therapy in primary care. Funding for East included: 1x Band 7 post and 2x Band 6 posts. Interviews taking place week commencing 14th of Feb 2022. Business case development. Ongoing scoping in regards to Primary care transformation fund and further opportunities.</p>	Judith Reid
Test the role of dietitian in cow's milk protein allergy (CMPA) and test new model to improve outcomes for children	Adopt the Scottish Approach to Service Design to understand the needs of our citizens, workforce and stakeholders and create opportunities through a range of perspectives and collaboration in redesign solutions	Caring for East Ayrshire	31-Mar-2024	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;"> 50% </div>	▶	<p>Karen L:</p> <p>Paper taken to East HSCP transformation board on 03/11/22 and agreement in principle for project. North and South HSCP to be asked to support project as pan Ayrshire project. AHP Senior Manager to take to counterparts in North and South partnerships.</p> <p>Planned to present paper to Strategic Commissioning Board at beginning of</p>	Karen Lauder


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						<p>September but item moved to next meeting at end of September.</p> <p>Update received on 27/04/2022 that funding proposal to go to Transformation fund for consideration.</p> <p>Proposal submitted to Senior Manager for forwarding to appropriate area for support. No response received to date on proposal.</p> <p>Area of CMPA impact on dietetic services researched locally and nationally. Paper prepared outlining challenges. Additional paper prepared and submitted to AHP Senior Manager to look at scoping project to evaluate current pathways and make recommendations for improved service for babies, CYP and their families. AHP Senior Manager submitted paper to Head of Health and Community Services, and Primary Care.</p>	
Develop the model of care for delivery of AHP services at EACH	Adopt the Scottish Approach to Service Design to understand the needs of our citizens, workforce and	Caring for East Ayrshire	31-Mar-2024	<div style="background-color: #4f81bd; color: white; padding: 2px;">60%</div>	▶	We are currently exploring the development of an active care approach within the in-patient and community setting. The AHP Graduate Intern has been scoping models of	Lianne Mcinally; Elaine Ogilvie



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	stakeholders and create opportunities through a range of perspectives and collaboration in redesign solutions					<p>care from other areas and is shadowing staff to gain an understanding of our current model. In addition, a Physiotherapist has been selected for an AHP fellowship award and the plan is to consider this from a whole systems perspective.</p> <p>A short life working group has been established to develop MDT model of care at EACH and AHP roles will be part of this development.</p> <p>Carried forward from 2021/22 due to COVID pandemic and system pressures. Additional staff have been recruited to Dietetics, Speech & Language Therapy, Occupational Therapy and Physiotherapy to support inpatient rehabilitation at EACH, enhance community rehabilitation services and provide inreach model to stroke services. Scoping work has taken place to consider the model for Elderly Mental Health inpatients/outreach. Further work is required to develop the model and this will be undertaken as part of the AHP service review.</p>	


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Ensure AHP representation at all new build development opportunities	Adopt the Scottish Approach to Service Design to understand the needs of our citizens, workforce and stakeholders and create opportunities through a range of perspectives and collaboration in redesign solutions	Caring for East Ayrshire	31-Mar-2022	100%		<p>AHP staff are part of Doon Valley development team and National Treatment Centre planning and development.</p> <p>Actively contributing to the National Treatment Centre and Doon Valley Campus Development. Created an AHP Accommodation group to address issues affecting direct service delivery. Orthotics have recently had works completed to provide a designated treatment room at University Hospital Ayr. Currently scoping the development of a rehabilitation space at University Hospital Crosshouse. Risks remain around clinic space and set down space for AHP staff. Application submitted to University Hospital Crosshouse to accommodate 35 AHP staff. Hydrotherapy pool at University Crosshouse remains closed. AHP Hydrotherapy lead is working with estates to establish feasibility of works to enable pool to reopen. An upgrade is required to meet health and safety legislation but works required may not be feasible due to location of pool and</p>	Lianne Mcinally; Elaine Ogilvie

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						space available for chemical treatment station.	
Understand the current AHP workforce through the AHP workforce review process commenced in 20/21	Value the workforce by ensuring they have training and resources to do their jobs well, following Covid19 and as part of service redesign	Caring for our workforce	30-Jun-2023	<div style="border: 1px solid black; width: 60px; height: 20px; background-color: #d9e1f2; display: flex; align-items: center; justify-content: center;">70%</div>	▶	<p>There is a new health and care staffing tool for in-patients that is due to be released in the next few weeks. We are awaiting the tool to be able to run this for Occupational Therapy in-patients and we also plan to review CYP services. As part of the AHP review we have completed staff engagement sessions and interviewed 196 staff and this information will help to inform the workforce review.</p> <p>Stakeholder engagement sessions planned as part of AHP review process. Appreciative enquiry session taken place at University Hospital Crosshouse to review Stroke Services. This will help to inform development of a MDT model for Stroke.</p> <p>AHP workforce review commenced in 2021/22. This included 6 priority areas: CYP Speech and Language Therapy, Acute (Except Occupational Therapy), Community Hospital, Community Rehabilitation, Primary Care Dietetics,</p>	Lianne Mcinally; Elaine Ogilvie

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						Adult Mental Health. Further work is required to review services not included in phase 1 and complete job planning for each member AHP service. AHP Service Review is currently underway. An expert panel has been established with AHP Service Managers and initial 1:1 consultations have taken place. Next step is to extend consultations to wider staff group and people who access AHP services.	
Scope the wellbeing requirements of the AHP workforce and identify improvements	Value the workforce by ensuring they have training and resources to do their jobs well, following Covid19 and as part of service redesign	Caring for our workforce	30-Jun-2023	<div style="display: flex; align-items: center;"> <div style="width: 75%; height: 15px; background-color: #4F81BD; margin-right: 5px;"></div> 75% </div>	▶	<p>We have completed the engagement sessions with 196 staff and have asked staff about their wellbeing requirements. The analysis of the results is being undertaken currently and recommendations will form part of the AHP review.</p> <p>AHP engagement sessions planned as part of AHP review for September and October.</p> <p>Carried forward from 2021/22 due to COVID service pressures. Staff have access to wellbeing hub at University Hospital Crosshouse and Spaces for</p>	Lianne Mcinally; Elaine Ogilvie

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						Listening Sessions. Some staff reported making use of locality based wellbeing offer from East Ayrshire HSCP. Further work is required to understand impact of COVID on staff and current wellbeing requirements. AHP Review will capture feedback from 1:1 sessions and focus groups.	
Identify and develop wellbeing support with a particular focus on newly qualified staff	Value the workforce by ensuring they have training and resources to do their jobs well, following Covid19 and as part of service redesign	Caring for our workforce	31-Mar-2024	<div data-bbox="1120 671 1317 715" style="border: 1px solid black; background-color: #c0c0c0; padding: 2px;">70%</div>		<p>We are continuing with the Q&A sessions for newly qualified staff to meet Senior Management Team. As part of the AHP review, we have asked new qualified staff for their views on how to develop their wellbeing support.</p> <p>AHP Senior Manager participated in virtual sessions for newly qualified staff part of the session involved scoping the needs of staff. Feedback from physiotherapy staff highlighted that band 6 rotational posts are attractive in some areas for recruitment and retention. Plan to explore this with physiotherapy service manager.</p> <p>Coffee and chat sessions with AHP Senior Manager have commenced for newly qualified staff. Needs further</p>	Lianne Mcinally; Elaine Ogilvie










Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						scoping to understand the specific needs of newly qualified staff.	
Understand the lessons learned for AHP staff during COVID pandemic and utilise feedback to plan for the future	Value the workforce by ensuring they have training and resources to do their jobs well, following Covid19 and as part of service redesign	Caring for our workforce	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white;">100%</div></div>		Duplicate action.	Lianne Mcinally; Elaine Ogilvie
Commence job planning with AHP staff who have completed phase 1 of workforce review	Value the workforce by ensuring they have training and resources to do their jobs well, following Covid19 and as part of service redesign	Caring for our workforce	29-Sep-2023	<div style="width: 50%;"><div style="width: 50%; background-color: #4f81bd; color: white;">50%</div></div>		Some areas of AHP have commenced job planning, however this has been delayed due to ongoing system pressures.	Lianne Mcinally; Elaine Ogilvie
						Speech and Language Therapy have reviewed all job plans and updated for all staff. Job Planning sessions are being organised Pan Ayrshire for AHP staff.	
						Carried forward from 2021/22 due to COVID staff pressures. Speech and Language Therapy have progressed job planning. Refresher sessions on job planning required with staff and timeline to be developed for completion of job plans.	















Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
Scope current QI capacity and capability within the AHP workforce and identify opportunities for improvement	Value the workforce by ensuring they have training and resources to do their jobs well, following Covid19 and as part of service redesign	Caring for our workforce	31-Mar-2023	100%		<p>We have a list of staff who have formal QI qualifications and we have had an initial meeting to explore a QI network for AHPs. We are currently developing sharepoint to be able to share information and resources and once this is available, we will continue to grow the QI capacity and capability within the AHP workforce.</p> <p>AHP Senior Manager led a session for AHP staff to explore a QI network. AHP staff would like to take part in QI network. AHP staff plan to complete project charter for all current improvement. Exploring a shared space to upload project charters and share resources.</p> <p>Scoped AHP staff who have formal QI qualification. AHP Senior Manager has delivered QI sessions to new Advanced Occupational Therapists and provided QI mentoring to AHP staff who are completing improvement projects. First meeting of AHP QI network is planned for August 2022. Scoping meeting has taken place with wider SMT and plan to develop QI</p>	Lianne Mcinally; Elaine Ogilvie

Service Improvement Action	21/22 Action Area / 2024 Deliverable	Service Improvement Priority	Due Date	Progress	Status	Update Note	Responsible
						capacity and capability within East Ayrshire HSCP. This is currently at design phase.	
Create an AHP measurement dashboard as part of the AHP workforce review	Value the workforce by ensuring they have training and resources to do their jobs well, following Covid19 and as part of service redesign	Caring for our workforce	31-Mar-2024	<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;"> 60% </div>	▶	<p>We have reviewed the current measures and updated Pentana accordingly. Further work is required to develop the measurement plan.</p> <p>Following a review of current AHP measures there is variation in reporting and operational definitions. AHP service managers plan to review draft AHP operational measures document and ensure that measures are mapped to definitions. Dashboard will then be updated on Pentana.</p> <p>Carried forward from 2021/22. Director of AHPs has been leading work on developing a suite of AHP measures pan Ayrshire. Work has been delayed due to COVID system pressures. AHP review in East Ayrshire HSCP will scope measures required for dashboard. Current measures in Service Improvement plan are being monitored and reviewed.</p>	Lianne Mcinally; Elaine Ogilvie

Appendix 2

Allied Health Professionals Quality Assurance Framework


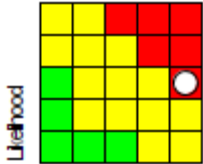
Measure	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Target	Status	Spark Chart	Latest Note
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value				
Total number of concerns raised to AHP services	0	0	1	0	0	0	0	0	0	0	0	0				
Total number of complaints to AHP services	2	0	3	0	5	1	2	3	3	4	1	2				
Percentage of complaints completed within timescales																
Total number of referrals to Dietetics	448	537	472	581	588	524	496	451	565	542	502					
Total number of referrals to Occupational Therapy	414	432	366	481	531	400	417	460	358	412	388					


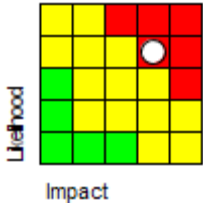

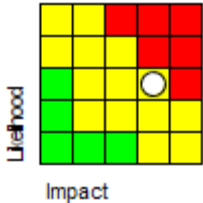

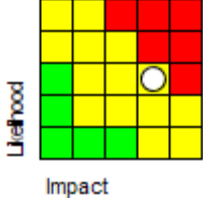
Total number of referrals to Orthotics	246	244	212	274	165	212	249	223								
Total number of referrals to Physiotherapy	636															
Total number of referrals to Podiatry	44	52	600	715	703	618	739	650	658	711	611	637				
Total number of referrals to Speech & Language Therapy	189	177	205	204	213	177	214	234	211	214	185	254				
Total number of referrals to MSK	1,844	1,974	1,901	2,291	2,239	1,944	2,301	2,279	2,117	2,229	1,701	1,787				
Total number of compliments to AHP services	1	2	1	0	2	4	4	2	1	2	1	0				
% MSK National 4 week waiting time target	61%	66%	64%	58.48%	51.96%	44.33%	42.01%	40.03%	37.44%	40.5%	31.67%	34.3%	90%			


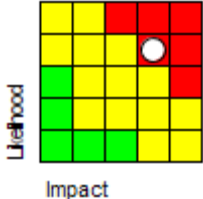

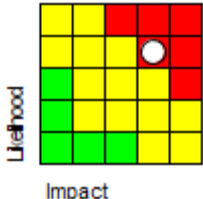
Measure	Target	Status	Spark Chart	Latest Note
Sickness absence - Percentage of available days		?		Awaiting data return from information source.
Percentage of AHP staff with a completed PDR		?		Awaiting data return from information source.
Percentage of AHP staff completed MAST		?		Awaiting data return from information source.
Percentage of AHP service posts vacant		?		Awaiting data return from information source.

Appendix 3

Allied Health Professionals Service Risk Register

Code	Risk Description	Likelihood	Severity	Risk Score	Risk Status	Risk Matrix	Risk Mitigation
HSCP-AHPRISK 01	<p>Failure to be sustainable Due to increasing demand for AHP service in acute and community services and limited capacity with population needs, means we are unable to deliver services which meet our strategic priorities or fulfil our statutory duties.</p>	3	5	15		 <p>Likelihood</p> <p>Impact</p>	<p>AHP Workforce papers submitted to EMT to highlight workforce skill mix and shortage.</p> <p>Maximise partnership and MDT working and the potential benefits of integration.</p> <p>Service improvement activity and service re-design that seek to attract additional investment, release capacity and recurring savings and streamline patient pathways.</p> <p>Anticipate demand and identify activity that will reduce demand for services.</p> <p>AHP review currently being undertaken to understand current services and consider recommendations for a sustainable service.</p>

Code	Risk Description	Likelihood	Severity	Risk Score	Risk Status	Risk Matrix	Risk Mitigation
HSCP-AHPRISK 02	Failure to meet standards of care Insufficient staffing levels means we are not meeting people's needs in a way that is safe for them, is of good quality, or that meets our professional standards.	4	4	16			Professional codes of conduct Duty of candour Care plan audits Clinical audits and improvement plans Supervision in place Incident reporting and learning Clinical governance structures in place.
HSCP-AHPRISK 03	Constraints to move to a more preventive and early intervention delivery model across all AHP services That we fail to re-balance our models of care, meaning people are unable to access appropriate support at an early stage, and so become reliant on more intensive supports and hospital admissions; and that in turn this leads to unsustainability of the health and social care system.	3	4	12			Caring for Ayrshire Whole system approach including primary care and 3rd sector. Digital solutions including web pages and social media to enhance self-management. Collaboration on delivering public health messages. Working towards Scottish Allied Health Professions Public Health Strategic Framework Implementation Plan (2022-27).
HSCP-AHPRISK 04	Financial sustainability Uncertainty regarding permanent funding resources. Potential overspend due to over recruitment in specific areas due to challenges in short term finance being used to permanently recruit staff to cope with increased demand and for patient safety.	3	4	12			Workforce papers to IJB and EMT to highlight staff shortages and seek additional permanent funding. Business cases to appropriate services and partner agencies to seek permanent funding. Constant review of skill mix, monitoring maximum use of capacity, streamline patient pathways to eliminate duplication.

Code	Risk Description	Likelihood	Severity	Risk Score	Risk Status	Risk Matrix	Risk Mitigation
							Implement new ways of working. Utilise realistic Medicine. Currently undertaking the AHP review to ensure financial sustainability.
HSCP-AHPRISK 05	Staff wellbeing Increased workload, staffing shortages, increased physicality of work, complexity and acuity of patients, increased sickness absence, absenteeism at work and limited opportunities for CPD due to workload pressures.	4	4	16			Supervision of staff. Promotion of staff wellbeing services. Liaising with Occupational Health. Promote wellbeing at all departmental meetings. Utilise stress risk assessments. PDP/PDR for all staff. Ensure staff breaks take place. Currently undertaking the AHP review which includes staff views on wellbeing and plans to make recommendations for the future.
HSCP-AHPRISK 06	COVID-19 pandemic impact on service delivery Increased service pressure for a sustained period over weeks or months; increased demand for all AHP services to mobilise capacity for critical care in acute services; higher levels of Covid-19 related absence within AHP services and staff wellbeing. Increased demand of complex cases and increased referrals including	4	4	16			Monitoring demand and capacity within AHP services; reduce risk of transmission through infection prevention and control; follow national guidance; close liaison with Public Health; implement Business Continuity Plans; secure and monitor Personal Protective Equipment supply; risk-based prioritisation of support; alternative delivery of support including TEC; professional advice and support; regular

Code	Risk Description	Likelihood	Severity	Risk Score	Risk Status	Risk Matrix	Risk Mitigation
	high risk patients, increasing the urgency of care, due to the pausing of other services.						communication; redeployment response; escalation/de-escalation processes; testing and contact tracing; partnership with trade unions and human resources; communication and engagement of workforce and stakeholders; workforce wellbeing measures.