

Bradford Teaching Hospitals (BTHFT)

Clinical Professions strategy 2022-2027

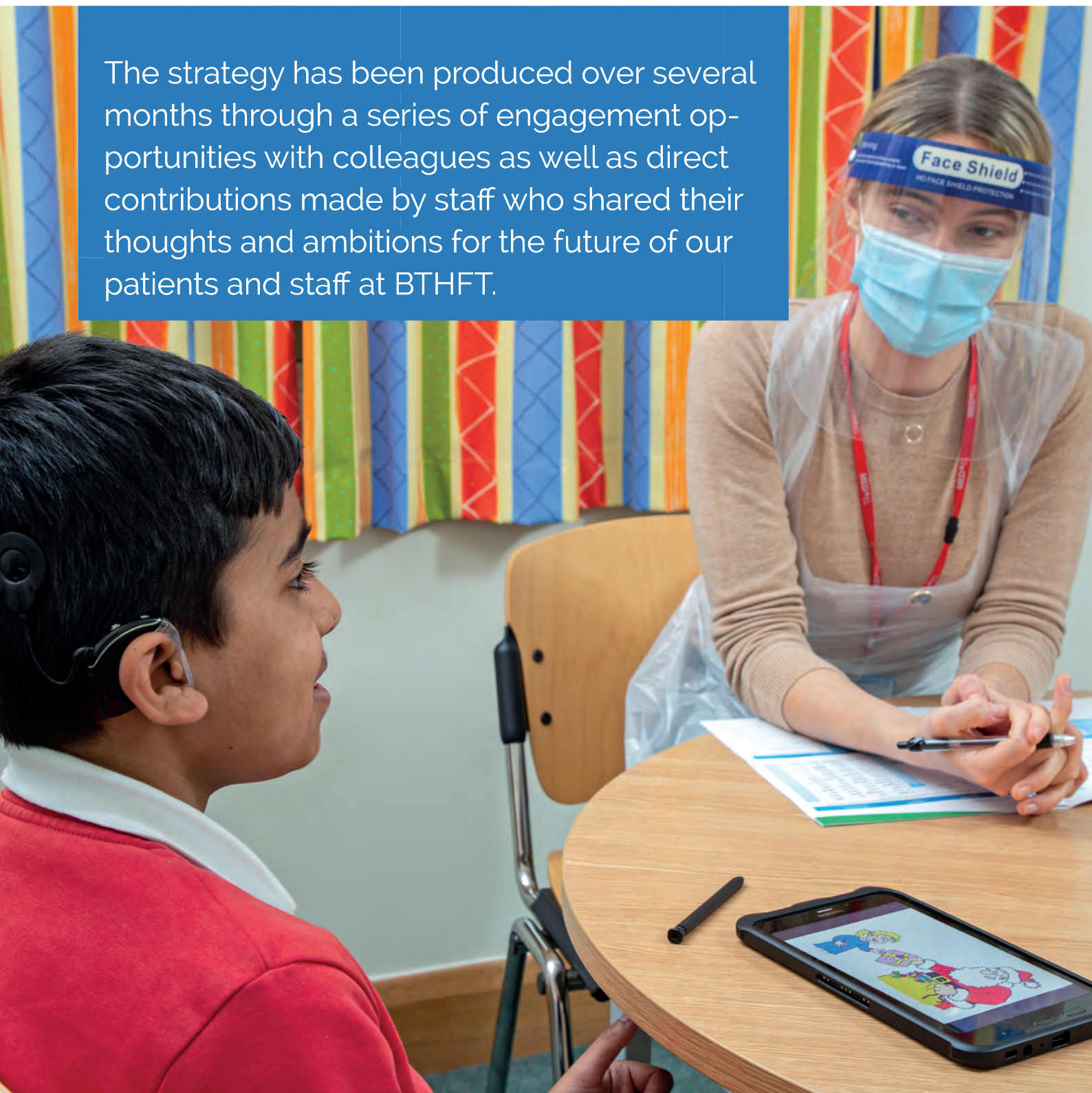


Introduction

We are delighted to present Bradford Teaching Hospitals (BTHFT) Clinical Professions strategy 2022-2027

The strategic priorities have been developed from a range of sources particularly national Allied Health Professional (AHP) and Healthcare Scientists (HCS) strategies and they align to the BTHFT corporate strategy for 2022-2027.

The strategy has been produced over several months through a series of engagement opportunities with colleagues as well as direct contributions made by staff who shared their thoughts and ambitions for the future of our patients and staff at BTHFT.





"The Clinical Professionals Strategy sets out our ambitious intent for the next five years, the strategy and the making of the strategy has only come to fruition due to the dedication and hard work of our colleagues who make up the diverse group of AHPs and Healthcare Scientists (the non- medical, nursing and midwifery professionals). The Trusts commitment, by appointing a Lead AHP, designating two Lead Healthcare Scientific Officers and recognising leadership, combined with this strategy is our first venture into truly showcasing the work being undertaken across Place by our teams."

Karen Dawber, Chief Nurse, BTHFT



"I am proud to be involved with these professions at BTH and hugely impressed by their skills, knowledge and dedication to their work and their patients. They deserve to be heard, to be recognised for their vital contribution to patient care and enabled to flourish"

Jane Kingsley, Lead AHP, BTHFT

The Clinical Professions strategy, in keeping with the corporate strategy '**Our People, Our Patients, Our Place and Our Partners**' explains how the Clinical Professions will work towards the vision to be an "outstanding provider of healthcare, research and education and a great place to work".



Our Values



We Care



We value people



We are one team

The three core values of BTHFT "**We care**", "**We value people**" and "**We are one team**" are embodied by our Clinical Professions and woven through the strategy.

We have taken an inclusive approach for this strategy referring collectively to the professions it covers as 'Clinical Professions'. We use this term to include AHPs, Healthcare Scientists, Pharmacists, Optometrists, Psychologists and support workers in these professional services. The Clinical Professions have professional titles recognised by NHS England and largely protected by law.

Our AHPs are registered with the Health and Care Professions Council (HCPC).

Healthcare Scientists and the other Clinical Professions are registered with HCPC or the appropriate recognised regulatory body.



Suzanne Rastrick, Chief Allied Health Professions Officer, NHS England describes the role of AHPs as being intrinsic to improving care. She has stated that the health and social care system will maximise the benefits for patients and population with leadership and support from AHPs. She encourages and challenges AHPs to continue to work collaboratively and beyond traditional boundaries.



Professor Dame Sue Hill, Chief Scientific Officer, NHS England encourages better use of science to address our greatest health challenges and shape technological advances to help ensure that people are living happier and healthier lives. As the NHS healthcare science workforce use science and their technical skills to help prevent, diagnose and treat diseases, they are in a unique position working as part of an integrated health system to help make this happen.

Nationally, these Clinical Professions make up the second largest group of staff in the NHS.

They include AHP teams which provide system-wide care to assess, treat, diagnose and discharge patients. The clinical professions are able to help manage patients' care throughout the life course from birth to palliative care using a holistic approach. Their focus is on prevention and improvement of health and wellbeing to maximise the potential for individuals to live full and active lives within their family and social networks, education/training and the workplace.

They include healthcare scientist teams which provide the scientific backbone of the NHS with their work underpinning 80% of all diagnoses. Their role stretches across the whole innovation pathway from academic and translational research, to patient-centred service transformation.

Our Clinical Professions



Our AHP professions:

Dietitians
Occupational Therapists
Operating Department Practitioners
Orthoptists
Orthotists
Physiotherapists
Podiatrists
Radiographers
Speech & Language Therapists



Our Healthcare Science professions:

Audiologists
Blood scientists/
biochemistry
Clinical Engineering
Cardiac Science
Clinical Scientists in
Neurophysiology
Medical Illustration
Medical Physics
Prosthetists
Radiation Physics
Renal Technologists
Respiratory Science



Our other clinical professions:

Optometrists
Pharmacy teams which
include Pharmacists,
Pharmacy technicians
& assistants, Clinical
Pharmaceutical Scientists
Psychologists



This strategy sets out how we will deliver the BTHFT vision and shapes our ambitions around four themes:

■ **Our People**

we will continue to develop and nurture our people to create an environment where they can thrive and deliver outstanding care. We will value diversity and create a culture which is inclusive of all.

■ **Our Patients**

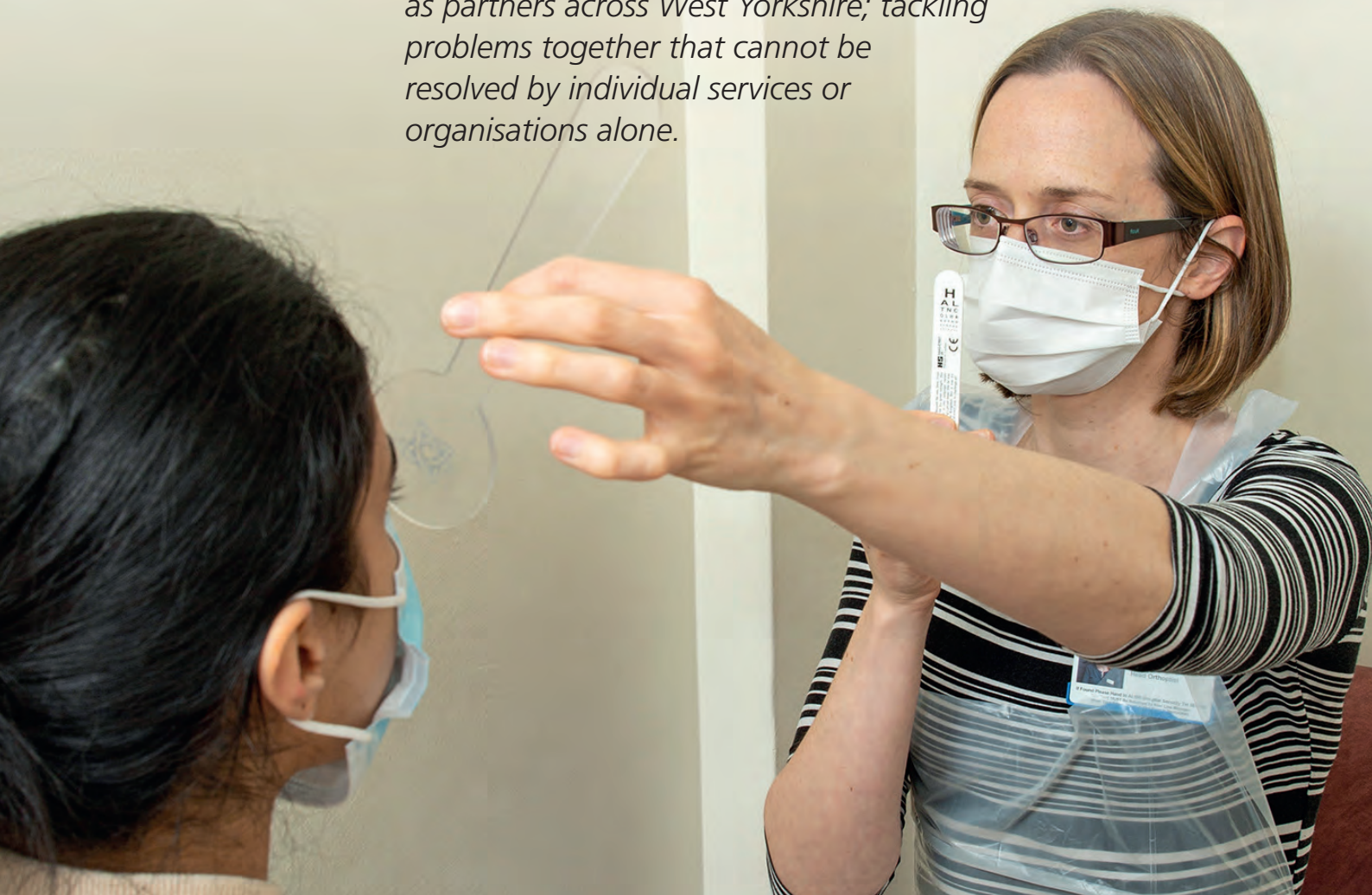
we are committed to making a difference to everyone who needs our care. We recognise that we will best do this by developing high quality, innovative services and by continuing to develop and embed a culture of kindness to ensure a positive patient experience.

■ **Our Place**

we are committed to making a difference for every member of our community who needs our care, wherever possible meeting them where they are and helping them to live longer in good health.

■ **Our Partners**

we will work with colleagues internal to the Trust as well as partners across West Yorkshire; tackling problems together that cannot be resolved by individual services or organisations alone.



Our People

We will continue to develop and nurture our people to create an environment where they can thrive and deliver outstanding care. We will value diversity and create a culture which is inclusive of all.

We will focus on:

- Workforce education & leadership
- Attracting, recruiting & retaining staff
- Staff experience
- New ways of working & service transformation



We aim to support our workforce at all levels by ensuring they have access to the training and development they need for their roles and career progression. Where possible staff will be upskilled to maximise their contribution and this includes further development of extended roles and advanced practice.

We will build on the Trust Leadership Development offer to make it specific to the needs of the Clinical Professions and commensurate with the 4 pillars of practice: clinical practice, leadership and management, education and research.

It is vital that we attract, recruit and retain our staff. We will work locally, across Bradford District & Craven (Place) and West Yorkshire Health and Care Partnership on workforce initiatives including careers work in schools, attracting returners to practice and ensuring excellence of our preceptorship programme.

We are fully committed to Equality, Diversity and Inclusion for staff and patients. We will strive for our work environment to be one where diversity is valued and equality of opportunity is promoted. We will take action to prevent discrimination in relation to the protected characteristics included in the Equality Act 2010. We recognise that our workforce should reflect the population it serves. We will monitor the diversity of our professions, work with our Equality, Diversity and Inclusion team and where groups are under-represented we will take action to address this.

Our staff are highly valued, they are our biggest asset and we want to look after them – for them to have positive staff experience. We believe that highly engaged teams deliver better patient care and are committed to ensuring staff health and wellbeing is high on the agenda. We will make sure there are opportunities for staff to have an individual and collective voice.

We will develop use of job plans so that our staff have an agreed plan of their work.

Our Patients

We are committed to making a difference to everyone who needs our care. We recognise that we will best do this by developing high quality, innovative services and by continuing to develop and embed a culture of kindness to ensure a positive patient experience.

We will focus on:

- Quality & safety
- Demand & capacity
- Patient experience & outcomes
- Service transformation
- Digital and data capacity and capability
- A culture of kindness



We want patients who will benefit from our input to be able to access us in a timely manner and for staff to be able to deliver services to a high standard of quality, safety and positive patient experience. We will aim to achieve a balance of demand and capacity and ensure our staffing levels enable safe and effective services, redesigning patient pathways as necessary.

We will continue to seek ways to demonstrate our outcomes more routinely, showing our worth in terms of adding value to patient pathways and improving patient experience. We will aim to increase patient engagement and opportunities for the patient voice to be heard. We will aim to involve patients and carers in co-design of services.

We will put forward the ideas and proposals we have for new ways of providing services for the benefit of our patients.

We will lead and participate in the transformation of services and development of virtual services making sure these are conducive to safe and effective interactions. Areas of focus include Outpatient Services, Virtual Ward, patient readiness for treatment, management of long term conditions, patient education.

Although we are one of the most digitally advanced Trusts in the country, not all our services are able to make this claim. We aim to have digitally integrated systems and will work to transfer areas of our services still using paper records to digital patient records. It is essential that we ensure that both our staff and our patients and their families are able to access digital services and use them competently and with confidence.

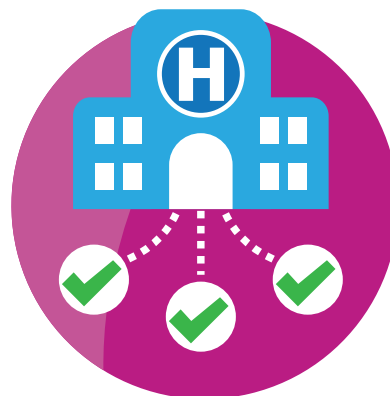
We will embrace the Trust's "Embedding Kindness" philosophy. We recognise that the single most important thing we can do to give patients and their families a positive care experience is to treat them with kindness. Providing care with kindness not only improves outcomes for our patients, it also improves the working experience for our people, increasing job satisfaction and creating a better sense of health and wellbeing.

Our Place

We are committed to making a difference for every member of our community who needs our care, wherever possible meeting them where they are and helping them to live longer in good health.

We will focus on:

- Research
- Involvement with local partners
- Health inequalities
- Making best use of our spaces



We intend to look for increasing opportunities to become research-engaged and research-active throughout our Clinical Professions. This includes looking for, and being open to, new ways of working which will benefit our staff and patients. We will support the Trust's Research Strategy and our ambition is that research will be integral to the daily work of all our Clinical Professions.

We will continue to contribute to local partnerships including the Act As One programmes to ensure we maximise the access to our services and pathways.

We will consider health inequalities and aim to increase our patient and population wellbeing offer such as enhancing prevention and self-care aspects.

The Trust recognises that some of our staff and patient areas are no longer fit for purpose. We will work flexibly to cope with this situation and contribute to the future plans for virtual hospital services and for building a new hospital for Bradford.

Our Partners

Our Partners - we will work with colleagues internal to the Trust as well as partners across West Yorkshire; tackling problems together that cannot be resolved by individual services or organisations alone

We will focus on:

- Partnership working
- Professional representation
- Environmental sustainability



We will aim to work together within the Trust and with our external partners to further integrate services and define patient pathways. We will strengthen our professional voice and networking opportunities aiming for high levels of engagement and involvement at organisation, place, Integrated Care System, regional, and national levels.

We will aim to strengthen our contribution to strategic & operational decision making.

Partnerships with HEIs are important to us and we will aim for increased collaboration, such as further opportunities for teaching and career progression via the Clinical Academic Pathway, as well as the partnerships in place regarding student placements.

We will strive to do what we can as individuals and departments with regard to sustainability but we realise that we are not working alone. We will support BTHFT in its delivery of our Green Plan and its efforts to work with the City of Bradford MDC to help them achieve their strategic ambition to “address climate and environmental change”.

Our staff want to be able to play their part in simple ways such as having access to drinking water at work thereby reducing use of plastics & packaging, and having the systems in place to recycle items including equipment.

Conclusion

This strategy reflects Clinical Professions developments nationally and in Bradford and the need to continue to develop new ways of working together to better meet the needs of our population. The strategy also highlights how much we value our people who make up the Clinical Professions. We plan to ensure we look after them and support their development. This is a forward-looking plan covering a broad range of professions therefore it will need to be operationalised by our business units and services. It seeks to explain how we will strengthen our services by acting as one with partners over the next five years for the benefit of our patients and population.

Our immediate objectives

Our aim is to produce annual work plans, with the key actions in the first year comprising:

- Publish the Clinical Professions strategy
- Strengthen the Clinical Professional Leads forum within BTH and externally
- Review representation and engagement with Act As One programmes across place
- Develop strategic workforce plans
- Progress our ability to demonstrate demand and capacity in services

