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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	12 April 2022	Agenda Item	5.2	
Report Title	Therapies & Health Sciences Workforce & OD Key Issues Report			
Report Author	Alison Clarke – Assistant Director of Therapies & Health Science			
Report Sponsor	Christine Morrell – Interim Director of Therapies & Health Science			
Presented by	Christine Morrell – Interim Director of Therapies & Health Science			
Freedom of Information	Open			
Purpose of the Report	The report informs the W&OD Committee on current, relevant key workforce issues relating to the Therapy and Health Science professions.			
Key Issues	<p>Education and Workforce Development</p> <ul style="list-style-type: none"> • Medical Illustration Education • Student Streamlining Process 2022 • Appointment of First Stroke Consultant Therapist • Health Disability Activity Practitioner • Consultant Clinical Scientist • Local Level Agreement • Education Commissioning <p>Cross Cutting Service and Legislative Developments</p> <ul style="list-style-type: none"> • Additional Learning Needs and Educational Tribunal (Wales) Act 2018 <p>Celebratory Events</p> <ul style="list-style-type: none"> • The Advancing Healthcare Awards 2022 • ‘Impact Advancing Practice’ learning event 			
Specific Action Required (please choose one only)	Information	Discussion	Assurance	Approval
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • Receive the information in the report. • Assure the committee of the active engagement with HEIW in securing clinical photography education in Wales to meet service needs. 			

	<ul style="list-style-type: none">• Assure the committee of the active engagement with its partners HEIW, NWSSP, HEIs and DoTHs peer group to improve graduate recruitment for 2022.• Note the requirement to support the Consultant Clinical Scientist and Consultant Therapist roles in line with workforce and policy agendas to transform services and realise a sustainable workforce.• Assure the committee that the DoTH is fostering valuable linkages with HEIW in terms of undergraduate education and practice placement experience.• Note the engagement with the workforce through the learning events and awards, providing opportunity to celebrate success.• Note the key themes and actions for the AHP and HCS workforce evidencing the cross cutting and multifactorial nature of these professions.
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Therapies and Health Sciences Workforce & OD Key Issues Report

1. INTRODUCTION

The purpose of this report is to inform the committee of the key workforce issues and risks relating to the Therapies and Health Science professions.

2. KEY ISSUES

2.1 Education and Workforce Development

2.1.1 Medical Illustration Education

The Director of Therapies and Health Science has sought clarification from Health Education and Improvement Wales (HEIW) regarding the continued commitment to the delivery of clinical photography training and education in Wales since the programme will no longer be provided out of Cardiff University. Further to an All Wales Stakeholder event in December 2021, a work based model has been proposed and favoured by HEIW. This will subsequently move the course delivery away from HEIs. There would be three stakeholders involved in facilitating a course in this way:

- **Awarding Body (not identified):** will devise the qualification ensuring membership to the Academy of Healthcare Science (AHCS) upon completion. An external verifier will standardise the marking of assignments and sign off completed units. The course would **not** offer HEI credits but they would be of equivalence.
- **Education Provider (HEIW):** will fund the trainees. An internal verifier would mark practical and written work and standards benchmarked between different workplaces.
- **Workplace Assessors:** NHS based supervisors working in Medical Illustration departments. They are mentors and not there to mark work but can sign off competencies. Training and support will be provided by HEIW to develop and undertake the role.

2.1.2 Student Streamlining Process (SSP) 2022

HEIW and NHS Wales Shared Services Partnership (NWSSP) together with locally determined health board planning and delivery groups have been meeting on a monthly basis to plan for recruitment of the graduates completing their course in 2022. Engagement has been constructive and the revised process for preparing for streamlining has enabled everyone concerned to be better informed of the opportunities and possibilities of securing much needed graduate workforce in 2022 across the ten professions covered by this process.

At each meeting, we have been able to feed back the local context for making vacancies available by 21st January 2022, uploading vacancies onto TRACS, showcasing the health board and organising interviews as part of the agreed

streamlining timetable. This dialogue has been very useful and whilst it is still work in progress it has highlighted some areas where gaps or opportunities exist for further joint working to ensure that as many graduates as possible secure jobs.

HEIW gave a commitment to provide health boards with an update on the vacancies confirmed and uploaded, as a consequence of everyone's commitment and engagement 462 vacancies for final year students studying at Welsh HEIs were uploaded and available for graduates to join the workforce.

For Dietetics, Cardiac Physiology, Therapeutic Radiography, Occupational Therapy, Diagnostic Radiography, Physiotherapy, Podiatry and Audiology interviews took place between 7th–25th March, the interview outcome decided between 28th–31st March, and the allocation will be known on the 6th April 2022.

The Speech & Language Therapy profession has a new timeline due to the profession employing a different interview process, therefore students are completing their applications and ranking their preferred vacancies between 7th March-1st April. Health Board recruiting managers will be able to shortlist from the 5th–8th April 2022, and interviews will take place between 11th–29th April 2022.

Biomedical Scientist are scheduled to upload their vacancies by the 8th April 2022.

A small number of specialities are showing some signs for concern;

- Speech and Language Therapy - Discussions at the planning and delivery groups have indicated that there may be a shortfall in number of vacancies to number of graduates once this process has concluded. If there is action that you can take during February to minimise this, HEIW have requested that each health board review the availability of vacancies, SBUHB has met its commissioned number.
- Cardiac Physiology - 10 confirmed vacancies against a commissioned figure of 24 and 20 confirmed final year students expected to graduate this summer. SBU HB has increased its number of vacancies however has not been able to meet the commissioned number. This imbalance may relate to the Bridgend boundary change.
- Podiatry – 11 confirmed vacancies against a commissioned figure of 24. SBU HB has met its commissioned number.

The health board, HEIW and NWSSP will continue to monitor the situation via the planning groups over the next few months in an attempt to offer our future graduates the best possible chance of starting their careers in Wales.

2.1.3 Appointment of the Stroke Consultant Therapist

The Health Board has successfully appointed to the first Stroke Consultant Therapist post for SBU HB. The post-holder will work across the Health Board supporting pathway development in acute, community and primary care whilst also working regionally and nationally to facilitate the development of a coordinated future proofed

service for an average of 750 stroke patients per annum within the Health Board area. The post will support delivery of stroke services in line with the Health Board's Clinical Service plan and the strategic direction of the organisation and NHS Wales.

2.1.4 Health Disability Activity Practitioner Post

The Physiotherapy Service is part of an exciting opportunity to deliver a national award winning programme in partnership with Disability Sports Wales. The service is to recruit a Health Disability Activity Practitioner to lead the implementation and delivery of the Health Disability Activity Partnership across SBU HB. This role will include delivering the Health Disability pathway training to a variety of professionals across different sectors with the aim of promoting improved health and well-being of people with disabilities through increased levels of physical activity as detailed within national and local delivery plans. The post will be supported by a national Lead and is fundamental in supporting more active lives for people with disabilities across Wales.

2.1.5 Consultant Clinical Scientist

The Healthcare Scientist Network in Wales has published guidance on the role, recruitment, training and development of Consultant Clinical Scientists in Wales. The paper has been developed in the context of The Healthcare Science in NHS Wales: Looking Forward Framework and seeks to facilitate the development of healthcare science services and consultant clinical scientists in providing multi-professional service provision and transformation.

There are six key recommendations for employing organisations which are;

- the consideration of new clinical roles for the Consultant Clinical Scientist in the future plans and re-design of the workforce
- the routine appointment of Consultant Clinical Scientists when developing senior healthcare science leadership posts
- the following of advice from NHS Employers and the appropriate professional body on the appointment of Consultant Clinical Scientist, including the adoption of Agenda for Change band 8C profiles.
- that by 31st December 2022, individuals seeking their first appointment to a Consultant Clinical Scientist post in Wales must be on the Higher Specialist Scientific Register (HSSR).
- succession planning via the various routes on to the Higher Specialist Scientific Register
- development of Consultant Clinical Scientists to take on further responsibilities, including potential executive level roles.

Adoption of the recommendations in the paper will provide assurance that individuals have the requisite skills to lead services effectively. It will also encourage the development of individuals equipped with a range of healthcare science leadership skills who are ready to contribute locally and nationally. Health Board's will be

required to support this agenda and implement this process, workforce and OD colleagues are briefed of the requirements.

2.1.6 Local Level Agreement practice placements

The Local Level Agreement is approved by Health Education and Improvement Wales and outlines the obligations between Higher Education Institutions and placement providers when offering practice learning opportunities across NHS and independent sector organisations in Wales. This agreement relates to nursing, midwifery, allied health professions and healthcare science students undertaking commissioned healthcare programmes. The agreement was last updated in October 2018 and is currently under review by HEIW with Heads of Therapies and Health Science having the opportunity to contribute to the review process. This provides further evidence of increased engagement between the Therapies and Health Science professions and HEIW.

2.1.7 Education Commissioning

The education commissioning plan is submitted to HEIW annually indicating the number of therapist and health science professional roles required by SBU HB. This year's plan is for the academic year 2023, with undergraduate roles typically graduating in three years (2026), but with some roles not completing until 2028. This can present a challenge in commissioning terms.

Many of the roles within Therapy and Health Science professions remain shortage professions across the NHS and education commissioning provides a reliable source of new entries into these professions. As with previous years' education commissioning seeks to manage both the immediate and future workforce requirements, balancing turnover with future and growing requirements for therapy and health science. Demand for these professions arises from the Health Board's clinical services plans, policy direction set by Welsh Government and new developments within professions.

One of the challenges in terms of education commissioning for smaller professions, which when contrasted to nursing, most of the therapy and health science professions are, is ensuring appropriate numbers of roles are commissioned. The emergence of streamlining in the past two years presents a new challenge to ensure accurate commissioning is achieved both to ensure that HEIW continue to commission education programmes in Wales and that at the same time the Health Board ensures it has the vacancies to employ the graduate workforce.

See Appendix 1 for comparison data on education commissioning places.

2.2 Cross Cutting Service and Legislative Developments

2.2.1 Additional Learning Needs and Educational Tribunal (Wales) Act 2018

In June 2021, a report on the Additional Learning Needs and Education Tribunal (Wales) Act 2018 (the ALN Act) was provided to the Workforce and Organisational Development Committee. This update highlighted the statutory duties on the Health Board under the ALN Act, summarised some of the key work that had been

progressed to support organisational readiness, and outlined some key areas of risk, uncertainty and organisational inter-dependency that made it challenging to forecast the workforce implications of the ALN Act for the Health Board. The report concluded by highlighting the risks associated with incompatible demands on service areas impacted by the ALN Act – i.e. the incompatibility of meeting statutory requirements under the Act while also achieving performance priorities in relation to RTT and delivering cost improvement plans.

The ALN Act became 'live' from September 2021. Owing to the phased implementation timetable of the Act, demands on the Health Board associated with the ALN Act were low during the first term of implementation, and statutory requirements were met. Demands have started to increase and a significant further increase in these demands is anticipated during the next two terms. This has resulted in a number of breaches of the Health Board's statutory duties under the Act and an inability to contribute adequately to collaborative processes that are vital for effective, person-centred practice to support children and young people.

There remain significant areas of uncertainty relating to the impact of the ALN Act from a workforce and organisational development perspective, though work is progressing to enable a greater level of clarity. The main areas of uncertainty include;

- The potential for an increase in demand on Health Board services that have a role to play in supporting children and young people with ALN remains an area of uncertainty and risk. This largely impacts therapy practitioners. Productive conversations have taken place with Local Authority partners about operational mechanisms that could support effective and collaborative preventative working and mitigate against a potential increase in demand, but this would have some resource implications.
- The details of the implementation 'timetable' from September 2022 have not yet been shared by Welsh Government, making effective forward planning challenging.
- Key areas of the Act remain ambiguous and are subject to different interpretations nationally, in particular regarding what aspects of Health Board provision would be classified as 'additional learning provision' and so subject to statutory requirements under the Act. The DECLOs nationally have escalated this to Welsh Government as an area requiring urgent clarification. Legal advice received by the Health Board regarding this issue has been conflicting, though the 'balance' of legal advice (a third assessment has been commissioned) is towards a highly inclusive definition of 'additional learning provision' that would have a major impact on service delivery and resource implications for multiple service areas. Legal advice has indicated that adopting a less inclusive definition would leave the Health Board highly vulnerable to legal challenge through Judicial Review, resulting in reputational damage and legal costs that could easily exceed £250,000 each year as the new legislative regime is 'probed' for greater clarity.
- Existing Service Levels Agreements (SLAs) between partner Local Authorities and the Health Board, which were established under the old Special Educational

Needs legislative regime, are being reviewed. There is potential that some SLAs may be discontinued, which may result in cost pressures. The DECLO is working through this with the Local Authorities and the Heads of therapy professions. Service Directors and the Finance Director are informed through the performance review process.

The draft SBUHB Annual Plan includes an indication that a business case will be made to secure additional resource needed to enable the Health Board to meet its requirements under the ALN Act. Work is underway to develop an initial business case, with the possibility of a further business case being required as the impact of the Act becomes clearer. The health board has established a steering group to provide the governance around the delivery of the ALNET Act. It is hoped that this work can be finalised in the context of greater clarity from WG regarding the implementation 'timetable' and their intentions into Health additional learning provision, but it is possible that it will need to be developed in the context of ongoing uncertainty.

2.3 Celebratory Events

2.3.1 The Advancing Healthcare Awards 2022

The Advancing Healthcare Awards is a unique awards programme which crosses boundaries and fosters partnership working. It is open to Allied health professionals, healthcare scientists and those who work alongside them in support roles.

The winners will be announced on Friday 8 April. SBU HB has a number of teams shortlisted for the upcoming national Advancing Healthcare Awards 2022 in the following categories:

Category 2 The Welsh Government's award for Value Based Care: making best use of resources to maximise outcomes

The Cellulitis Improvement Programme. **Melanie Thomas**, Clinical Director Lymphoedema Wales & **Linda Jenkins**, National Cellulitis Improvement Specialist Physiotherapist, and the team at Swansea Bay University Health Board

Category 4 The Institute of Physics and Engineering in Medicine award for innovation in healthcare science

Co-designing with the end-user to develop personalized aids of daily living **Jonathan Howard**, Clinical Scientist, and the team at Swansea Bay University Health Board in collaboration with Swansea University

Category 5 The Academy for Healthcare Science award for inspiring the healthcare science workforce of the future

Primary Care Audiology Team, Primary Care Practitioners, Swansea Bay University Health Board

2.3.2 Therapies & Health Sciences Learning Event Series

The Director of Therapies and Health Science is sponsoring a series of learning events for the Therapies & Health Science professions. The learning event 'Impact Advancing Practice' was held on the 10th February 2022. Presentations were varied

showing the diversity of the DoTHs portfolio, all demonstrating examples of workforce development and advancing practice; either roles that have been developed, are being developed or are aspirational and provide benefit to the organisation. A synopsis of the presentations is included in *Appendix 2*.

3. GOVERNANCE AND RISK ISSUES

Governance for the AHP and HCS professions is via the Director of Therapies and Health Sciences for professional accountability whilst operational line management is via Service Group Directors and Heads of Service/Professions as appropriate. Risks are managed through the Service group structure. Therapy and Health Science representation has been sought on both Planned care and Unscheduled care programme boards to ensure engagement of and guidance from the professions in relation to workforce opportunities and risks associated with service change. The ability to raise the profile and realise the opportunities presented by the AHP and HCS workforce across such a large and complex organisation, with its multiple service changes, remains a risk to the therapy and health science workforce. There is regular attendance by W&OD and DoTHs representatives at the HEIW and NWSSP planning and delivery meetings in relation to the SSP.

4. FINANCIAL IMPLICATIONS



The financial risk associated with the Student Streamlining Process has been worked through with the Director of Finance and the Service Group Directors. The Heads of Service plan to manage the risk across the financial year.

5. RECOMMENDATION

Members are asked to:

- **Receive** the information in the report.
- **Assure** the committee of the active engagement with HEIW in securing clinical photography education in Wales to meet service needs.
- **Assure** the committee of the active engagement with its partners HEIW, NWSSP, HEIs and DoTHs peer group to improve graduate recruitment for 2022.
- **Note** the requirement to support the Consultant Clinical Scientist and Consultant Therapist roles in line with workforce and policy agendas to transform services and realise a sustainable workforce.
- **Assure** the committee that the DoTH is fostering valuable linkages with HEIW in terms of undergraduate education and practice placement experience.
- **Note** the engagement with the workforce through the learning events and awards, providing opportunity to celebrate success.
- **Note** the key themes and actions for the AHP and HCS workforce evidencing the cross cutting and multifactorial nature of these professions.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
A sustainable AHP and HCS workforce is essential to provide effective, patient centred care with improved outcomes for patient, carer and workforce.		
Financial Implications		
There are financial risks associated with the SSP and managed in Service Groups.		
Legal Implications (including equality and diversity assessment)		
As set out in the paper		
Staffing Implications		
As described in the paper.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
Report History	Second report	
Appendices		

<p><i>Appendix 1</i> Education Commissioning Comparison</p>	 Therapy & HS compare.xlsx
<p><i>Appendix 2</i> Synopsis of THS Learning Event Presentations – Impact Advancing Practice</p>	 Synopsis of Presentations.docx