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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	10 August 2021	Agenda Item	5.4
Report Title	Therapies & Health Sciences Workforce & OD Key Issues Report		
Report Author	Christine Morrell – Interim Director of Therapies & Health Science 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"> • Outcome of healthcare professional pre-registration education tender • Graduate recruitment 2022 bursary arrangements <p>Cross Cutting Service and Legislative Developments</p> <ul style="list-style-type: none"> • Liberty Protection Safeguards (LPS) • Professional Regulation, Registration and Referrals • AHP and Healthcare Science Bank and Agency Utilisation • MacMillan AHP Cancer Lead <p>Profession Specific</p> <ul style="list-style-type: none"> • Local Gender Service: Speech & Language Therapy workforce concern and associated risks • Medical Illustration commissioning of education • Difficult to recruit to posts 		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Recommendations	Members are asked to:		

	<ul style="list-style-type: none"> • Receive the information in the report. • Note the outcome of the healthcare professions pre-registration education tender and the impact on the workforce to deliver the new programmes out of Swansea University. • Assure the committee of the active engagement with its partners HEIW, NWSSP, HEIs and DoTHs peer group to improve the graduate recruitment for 2022. • 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 draw to the attention of the committee, key workforce issues and risks relating to the Therapies and Health Science professions and any mitigation being undertaken.

2. KEY ISSUES

2.1 Education and Workforce Development

2.1.1 Outcome of healthcare professional pre-registration education tender.

Health Education Improvement Wales (HEIW) informed the Health Board and the Higher Education Institutes 's of the successful bidders of the contract awards on the 28th June 2021 for healthcare profession pre-registration education tender. The contracts were designed to tender for education that meets the future needs of NHS services and patients in Wales. The key themes and potential benefits of the new education contracts for SBUHB therapy and health science workforce are:

- Delivery of a more **local / regional approach** to healthcare professional education commissioning bringing the delivery of education closer to or within SBUHB.
- For AHP's and Healthcare Science, provision has been diversified to create contracts for the South West and North Wales. For the first time, Swansea University will be delivering education in the South West region of Wales for Occupational Therapy and Operating Department Practitioner (ODP) professions. This will provide education in or closer to the Health Board and provide the opportunity for more local residents to undertake AHP pre-registration education.
- Cardiff University has maintained the education contracts for Physiotherapy and Diagnostic Radiography. Cardiff Metropolitan University will continue to deliver Dietetics, Speech and Language Therapy, Podiatry and Healthcare Science: Biomedical Sciences, and Swansea University will continue to deliver the smaller healthcare science education programmes.

It is disappointing that Swansea University was not awarded the contract to deliver pre-registration education for Physiotherapy and Diagnostic Radiography, these programmes were seen to be key to developing inter-professional learning, realising a sustainable workforce and progressing diagnostic imaging innovation at undergraduate and post graduate level.

However, where the HEI awarded the contract is not local to SBUHB there is to be greater focus on closer partnership working and collaboration between the Health Boards, HEI's and HEIW. By recruiting higher numbers of local students who

understand the local population and community needs and are able to maximise undertaking their academic learning and placements more locally, it is envisioned that there will be more opportunities for SBUHB to fill their vacancies from Welsh University graduates.

There are a few courses that will no longer be delivered by the current provider after 2021. One of these is, the Operating Department Practitioner (ODP) degree in Cardiff University which will be delivered by Swansea University going forward. Whilst there will be no new cohorts of these students going to Cardiff the current students will be supported to registration. The experience and quality of learning of these students is of the utmost importance and HEIW will need to work closely with the University and the Health Board to ensure students have a safe and quality education graduating as registrants, and hopefully progressing to employees of SBUHB.

The students are due to commence on the new contracts in September 2022 and HEIW will provide an oversight role during the next year to ensure contracts are delivered on time, to specification and achieve regulatory approval. It will be a demanding period for the Occupational Therapy service and the Operating Department Practitioners as they engage with Swansea University to develop the curriculum, clinical placements and clinical supervision requirements to support the NHS Wales workforce and the future workforce for SBUHB.

2.1.2 Graduate recruitment 2022 bursary arrangements

The Directors of Therapies and Health Sciences were invited to attend a Graduate Recruitment engagement event on 23rd June 2021 led by HEIW and NWSSP to receive an evaluation of the outcome of the Student Streamlining Process (SSP) for the therapy and health Science professions involved in the 2021 SSP. The professional view and evaluation based on the experience of the Heads of service for the therapy and health science professions in SBUHB was reported to the W&OD Committee at the meeting held on 8th June 2021. It was acknowledged by all parties that the SSP as executed this year would not be repeated in 2022 and that there was a requirement to commit to working in collaboration with HEIW and NWSSP and to receive the best value and outcomes from the bursary. Recruitment principles for AHP and HCS delivery of the bursary programme and workforce objectives are to be developed and agreed in partnership with HEIW and NWSSP. HEIW has appointed an NHS bursary relationship manager to support the process going forward and profession specific implementation groups are to be set up. HEIW and NWSSP are to establish a 'road map' and timeline for the 2022 graduate recruitment process with a Communication plan to include planned engagement activities with the Directors of Therapies and Health Science, Workforce and Organisational Development Directors, Directors of Finance, students and HEIs. The projected commissioning education numbers for the next three years are to be circulated to HBs to support workforce and financial planning. The W&OD Committee will receive updates as appropriate.

2.2 Cross Cutting Service and Legislative Developments

2.2.1 Liberty Protection Safeguards (LPS)

The LPS regulations are currently being drafted by UK and Welsh Government. The LPS is due to be implemented in April 2022. LPS constitutes a significant change from the current Deprivation of Liberty Safeguards (DoLS) both in the population covered and in the range of healthcare professionals who will be deemed competent to undertake the roles required by the LPS. The regulations will include 16 and 17 year olds for the first time, also a proposed change in the Mental Health Act (MHA) would mean that more people would receive care and treatment under the DoLS/LPS rather than the MHA. There is an expectation that significantly more health professionals will be needed to be trained in undertaking the LPS assessments. There is likely to be an increased request for Psychologists, Occupational Therapists and Speech and Language Therapists to engage in assessments and determinations as to whether individuals lack the capacity to consent to care arrangements, and whether the arrangements are necessary and proportionate. Depending upon the volume of work required for the LPS, there is a risk that Health Board staff in the 3 professions listed in the draft regulations will be asked to take a share of the assessment work which will divert from their current clinical duties. The draft regulations do not specify that professionals need to have a background in working with those who have a cognitive impairment as training in the assessments will be provided.

In addition to the assessments noted above, Psychologists are also likely to be able to undertake medical assessment to determine whether the person has a mental disorder.

The actual impact is as yet unknown as the regulations are currently in draft format and may alter prior to publication. It's recommended that workforce business partners and workforce plans take account of this forthcoming legislation.

2.2.2 Professional Regulation, Registration and Referrals

The Therapies & Health Sciences Professional and Governance group received an update on referrals made to the Health & Care Professions Council (HCPC) for the period April 2018 to June 2021. HCPC is the regulatory body for the 16 professions listed in table 1, below.

During this three year period there have been 19 referrals; 16 cases have been closed. One registrant has been removed from the register, one had conditions applied that they must work under and two are suspended for a defined period. Two of the registrants transferred to Cwm Taf University HB at the time of the boundary change. There are currently three open cases being reviewed by the regulator.

Table 1 SBUHB Therapies & Health Sciences - HCPC Referrals by Profession			
PROFESSION	Referral Total	Closed Cases	Open Cases
Arts Therapists	0	0	0
Biomedical Scientist	2	1	1
Clinical Scientist	0	0	0
Chiropodist/Podiatrist	0	0	0
Dietician	0	0	0
Hearing Aid Dispenser	0	0	0
Occupational Therapist	6	6	0
Operating Department Practitioner	3	2	1
Orthoptist	0	0	0
Prosthetist/Orthotist	0	0	0
Paramedic	0	0	0
Physiotherapist	4	4	0
Practitioner Psychologist	1	1	0
Radiographer (Diagnostic)	2	2	0
Radiographer (Therapeutic)	0	0	0
Speech & Language Therapist	1	0	1

2.2.3 AHP and Healthcare Science Bank and Agency Utilisation

An examination of the utilisation of Allied Health Professional (AHP) and Healthcare Scientists (HCS) agency staff during defined periods was undertaken to provide a commentary and analysis to further improve workforce efficiency and utilisation. See Appendix 1.

Agency spend has been identified as a pressure area across some professional groups, in particular medicine, nursing, and estates. The total workforce costs for AHPs and HCS is generally not in an overspend position as spend is balanced against vacant posts, and had not been identified as a particular cost pressure. However, this does not imply there are not key areas of pressure within this diverse group of professions. The Director of Therapies and Health Science along with the Nurse Director and Medical Director provided plans to eradicate overspend where

possible and to show reduction in costs each month. This paper explores the spend identifies risk areas, areas for potential improvement and also to flag good practise. Two professional groups were identified where there are workforce pressures and a dependence on locum usage were:

- Biomedical Science
- Cardiac Physiology

The issues in these areas are recognised and include scarcity of skilled workforce to provide 24/7 services and high turnover in the case of biomedical science.

Availability of staff skilled in ECHO, a capacity and demand mismatch and fragility in small teams are particularly key in cardiac physiology. Further analysis and business cases are underway to address these areas. It was also noted that radiography had been successful in reversing the trend of locum use due to a number of workforce actions been undertaken in the last year.

Generally, usage of locums in Therapy professions (Physiotherapy, Occupational Therapy, Speech Language Therapy and Dietetics) was low and covered by vacancy. However it noted there had been a relatively large number of vacancies and these are being reviewed and recruited to.

2.2.4. Macmillan AHP Cancer Lead

Macmillan had funded a non- recurrent AHP post for Cancer and the funding for this post ceased in 2019. A paper went to Senior Leadership team (August 2020) which recognises the value and impact of a leadership post for AHPs and supported the substantive appointments for the strategic cancer lead allied health professional in principle subject to a financial discussion and agreed the roles should sit within their professional director teams. This work was stalled due to second wave of COVID, although a group has reviewed the role and identified the acute need for a strategic post and revised a job description. A proposal for a Consultant AHP role is being developed and will be presented via the Cancer Recovery plans in the annual plan.

2.3. Profession Specific Considerations

2.3.1 Local Gender Service: Speech & Language Therapy workforce concern and associated risks

The Welsh Government established the Welsh Gender Team (WGT) in April 2019 with a Gender Identity Clinic (GIC) based in Cardiff and Vale UHB and a local gender team (LGT) based in each health board. When this service was developed, there was an expectation that the Speech and Language Therapy (SLT) needs of this client group would be met from within existing SLT service delivery models.

The Welsh Gender Team GIC established in 2019 was for all patients presenting with gender dysphoria in Wales. A direct referral pathway was established for GP's within Primary Care to refer patients directly to the WGT. The WGT GIC provide the initial assessment and refer to the local gender team including SLT as required.

Prior to the development of the WGT the number of referrals to SLT for this patient group was small, there were 3 referrals during 2019/20 all of whom were exclusively male to female transitions. It was anticipated that the development of the WGT would result in an increase in referral numbers and since 2019/20 the service has seen a 3 fold increase in referral in 2020/21 and the trajectory for 2021/22 is a 16 fold increase. This is alongside an increasing complexity of service user, including non-binary and teenage referrals and male to female transitions. The waiting list for gender identity referrals is 47 weeks.

The Speech and Language Therapy Dept is working with Primary, Community and Therapies Service Group to build a business case for investment into the workforce required to meet this demand. In the immediate term the service is exploring options to utilise bank staff to work through the existing waiting list backlog. Identifying bank staff with the appropriate level of knowledge and skills to manage this specialist caseload is problematic and a more long-term sustainable solution is required to establish and maintain the delivery of expert level care to this patient population.

2.3.2 Medical Illustration.

It has been recognised that there are workforce pressures due to increased demands on a very small team. A focused examination is being undertaken to develop a plan for team to encompass all requirements on team. Currently the focus of the team has been directed solely toward clinical activity and medical education to ensure that patient related activities are prioritised. A review of communication and media activity will include medical illustration department to ensure best use of skills and organisational requirements.

2.3.3 Difficult to recruit to posts

The Therapies and Health Sciences Workforce & OD meeting has now planned to receive reports highlighting recruitment difficulties for specific professions across specialist clinical areas. Due to the high number of professions this is now done on a quarterly cyclical basis to get better granularity for this homogenous groups. In July meeting reports were received from therapy professions and can be seen in Table 2; the other professions are timetabled to reporting into future workforce meetings.

Table 2: Recruitment Difficulties across Professions (Group 1: Therapies)	
Nutrition and Dietetics	<p>Reported difficulty recruiting to paediatric posts, Waiting list for paediatrics is major concern.</p> <ul style="list-style-type: none"> • Band 6 Specialist Dietitian (Morriston) <ul style="list-style-type: none"> ➤ Agreement for temporary use of locum post until 31st August 2021 ➤ Skill mix review undertaken with plan to convert one band 6 post to band 5 position which is currently advertised

	<ul style="list-style-type: none"> ➤ Risk added to risk register to reflect staffing levels across Morriston site- actions include development of pathway for management of high nutritional risk ➤ Band 6 rotational programme has been introduced to improve general recruitment <p>Band 6 posts across the service have been challenging to recruit across all specialty areas- Band 5 to band 6 development post used within paediatric services to facilitate recruitment</p> <ul style="list-style-type: none"> • Band 7 Nutrition Nurse (Singleton) <ul style="list-style-type: none"> ➤ Post currently in interview stage ➤ Discussion with PCTG Community Nursing Lead to review support and supervision for future post holder ➤ Consideration of Advanced Practice Dietetic Role as alternative to nutrition specialist nurse • Band 7 Highly Specialist Eating Disorders Dietitian • Band 7 Specialist Paediatric Eating Disorder Dietitian <ul style="list-style-type: none"> ➤ These 2 posts have been combined to develop an all age mental eating disorder post which is currently advertised ➤ Link with All Wales Eating disorder Lead to develop skills within dietetic service ➤ Explore Opportunities for incorporation of Mental Health dietetics into band 5 rotation
Occupational Therapy	Difficult to recruit to posts were sitting in MH&LD. Following Strengthening our Structures the service has been able to skill mix and put in robust structures for more creative use of posts and now all either out to advert or already filled.
Speech and Language Therapy	Recruitment difficulties into specific areas and plans are now in place to address <ul style="list-style-type: none"> • Youth Justice – following recent investment from partner agencies we hope to develop a more resilient service • Adult Learning Difficulties (ALD) – introducing B5 posts to attract new graduates interested in this specialism. Previously entry into this clinical area has been at a B6 level and without having had experience in ALD since being a student these posts often do not attract candidates.
Physiotherapy	LD- ongoing recruitment/ retention issues. No suitable applicants for 2 recent posts. One internal appointment to same band- different site. One recent band 7 resignation,

	further band 6 resignation this week
Podiatry, Orthotics, MCAS, Persistent Pain & ALAC Prosthetists	None.
Orthoptics	No issues.
Lymphoedema	Only difficulty is temporary funded positions and secondments refused as only 8 months funding

3 GOVERNANCE AND RISK ISSUES

Governance and risks have been highlighted in the individual sections identifying the current key issues for the AHP and HCS workforce.

4 FINANCIAL IMPLICATIONS

The financial risk associated with the Student Streamlining Process has been identified and drawn to the attention of the Director of Finance. The Service director and Heads of Service are managing the risk across the financial year.

5 RECOMMENDATION

Members are asked to:

- **Receive** the information in the report.
- **Note** the outcome of the healthcare professions pre-registration education tender and the impact on the workforce to deliver the new programmes out of Swansea University.
- **Assure** the committee of the active engagement with its partners HEIW, NWSSP, HEIs and DoTHs peer group to improve the graduate recruitment for 2022.
- **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.		
Financial Implications		
There are financial risks associated with the key themes described but not specified in the paper		
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	Appendix 1 and Appendix 2.	