



# Therapies strategy

2018–21



*proud  
to care*

**NHS**

Chelsea and Westminster Hospital  
NHS Foundation Trust



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# Introduction from the Chief Nurse



I am delighted to present the Chelsea and Westminster NHS Foundation Trust Therapy strategy. There are around 220 Therapists within the organisation based in acute, outpatient and community setting; these roles are essential members of our multidisciplinary team.

The impact the therapists have as part of the larger group of AHP's and as individuals on our patients is fundamental to delivering high quality care. I am proud of the care AHP's provide to patients in our organisation, and the inspirational leadership the professions provides.

The strategy is underpinned by the Trust values 'Proud to Care' and three strategic objectives: To deliver high quality care, to be the employer of choice and to be efficient with our finances.

Pippa Nightingale  
Chief Nurse





# Introduction from the Head of Therapies



I am extremely proud as Head of Therapies to be able to present the first Therapies strategy at Chelsea and Westminster Foundation Trust.

Therapists as part of the larger Allied Health Professions workforce are key in providing high quality care both within the organisation and across organisational boundaries. The strategy represents the key commitments to both our patients and our staff in terms of shaping the services in the years to come.


The strategy was developed by focusing on the commitments and priorities of AHPs into Action and aligning these with our strategic priorities and PROUD values.

To enable us as a service to deliver the commitments we strive to we will focus on developing leadership at all levels of therapies to empower the therapy workforce on our journey to outstanding.

Christina Richards  
Head of Therapies







# Developing our Therapy Strategy 2018–21

## Approach:

- We consider the ‘fixed points’ in the system such as national strategies and policy, the Trust’s strategic priorities and wider workforce development
- We developed a vision statement
- We identified key priority areas
- We prioritised these areas as what we wanted to achieve
- We agreed leads to take forward further development of our priority areas (and who could identify further support required)
- We agreed to support engagement and wider development/socialisation of the strategy so that the voices of all therapy staff groups would be heard







# Our key commitments

- We will use digital technology to enhance the services we can offer to our patients
- We will provide a high quality, safe and effective therapy service to all our patients
- We will ensure we recruit and retain the best therapy workforce
- We will ensure that we provide our workforce with the right skills and education to enable them to develop their careers.
- We will ensure we seek out opportunities to work across organisational boundaries and deliver services more efficiently





# Commitment 1: Digital Advancement

What we will do	How we will do it	What you will see
Continuously improve our understanding and use of technology to improve our efficiencies, productivity, way of working and communication	<ul style="list-style-type: none"> <li>• Develop a therapy digital strategy</li> <li>• Hold a digital ½ day yearly to explore and understand national use of technology for therapist (apps, programmes)</li> <li>• Ensure staff have access to the tools and support required to continue to develop their use of informatics and technology</li> </ul>	<ul style="list-style-type: none"> <li>• A digital informed workforce that is able to promote ideas on the use of technology and see them to from idea to reality</li> </ul>
Embrace the use of digital technology to support the delivery of high quality and cost effective care	<ul style="list-style-type: none"> <li>• Ensure all staff have access to relevant technology: Review access to computers</li> <li>• Enable cross site communication</li> <li>• Review the benefits and governance of using communication to patients via digital communication</li> </ul>	<ul style="list-style-type: none"> <li>• Access to more computers through an understanding of where they are available Sharing best practice across professions</li> <li>• Time efficient ways of working</li> <li>• Automated audits to provide us with knowledge of how we are doing</li> <li>• Remote access and video conferencing (cross site training, communication)</li> </ul>
Champion the use of technology and informatics to improve practice, address unwarranted variations and enhance outcomes	<ul style="list-style-type: none"> <li>• Defined care pathways on Cerner</li> <li>• Defined outcomes for pathways</li> </ul>	<ul style="list-style-type: none"> <li>• The use of data to identify inefficiencies and reduce wasted resources</li> <li>• Digital produced outcome reports</li> <li>• Evaluate provision of alternative provision</li> </ul>





# Commitment 2: Quality improvement

What we will do	How we will do it	What you will see
Continuously improve the safety and effectiveness of all patient interventions across the therapy department.	<ul style="list-style-type: none"> <li>Use the Ward &amp; Department Accreditation Tool to assess where we are now and guide us to identify priority areas for QI.</li> <li>Adopt the trust's standardised methodology for quality improvement (in development with QI team).</li> <li>Each therapy sub-speciality will monitor key patient outcomes and performance indicators (KPIs) relevant to their patients and service, and act on this data to improve services</li> </ul>	<ul style="list-style-type: none"> <li>A clear prioritised action plan of improvement (that all staff are aware of and can contribute to) for our therapies journey to a 'gold' grading and the trusts journey to an outstanding organisation.</li> <li>Resources put where it is most needed to achieve our aims.</li> <li>Equity of therapy across our two sites with services aligned by clinical need rather than historic arrangements.</li> </ul>
Listen, learn and act on feedback from patients, staff and other stakeholders.	<ul style="list-style-type: none"> <li>A therapy-specific action plan devised from the 2018 staff survey outputs to address any barriers to delivering excellent patient care.</li> <li>Seek feedback from patients and stakeholders in a number of ways: FFT, e-surveys, focus groups, staff meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Staff and patients feeling listened to and PROUD to highly recommend CWFT as a place to work or receive treatment.</li> <li>A therapy-wide learning culture in relation to feedback, complaints, incidents and near misses.</li> </ul>
Develop a culture of service improvement, audit and research across all therapy teams.	<ul style="list-style-type: none"> <li>Work together across therapy teams, sites and pathways to embed best practice, new evidence and service innovation.</li> <li>Set up a therapy-specific QI panel to assess priority areas and decide on resource allocation to achieve change.</li> </ul>	<ul style="list-style-type: none"> <li>Therapy staff initiating audit and research ideas, generating audits and research projects and publishing papers where relevant.</li> <li>Sharing of therapy improvement projects across the organisation eg all staff briefings or relevant boards/committees/RASI events.</li> </ul>





# Commitment 3: Workforce

What we will do	How we will do it	What you will see
<p>Be the employer of choice</p>	<ul style="list-style-type: none"> <li>• Retain an expert and experienced therapy team motivating and training staff so they are empowered to deliver the highest quality evidence based care</li> <li>• We will support staff in developing their careers clinically, managerially and educationally</li> <li>• Advanced practitioner roles are embedded in a variety of clinical pathways</li> <li>• Champion our therapy services and celebrate our teams</li> <li>• Each team will deliver core minimum number of service improvement projects a year</li> </ul>	<ul style="list-style-type: none"> <li>• Clarity on 'what good looks like and support to deliver it' by use of evidence based practice, practice based evidence, national standards and guidelines</li> <li>• A modern therapy workforce in a range of settings along integrated pathways of care.</li> <li>• Apprenticeships for AHP roles at all levels both qualified and non qualified. A robust development program for ACP and consultant roles.</li> <li>• Increase profile of our teams and their contribution to patient journeys and quality improvement with in the trust.</li> <li>• Use of CW+ resources where required to drive service improvements in each team</li> </ul>
<p>Attract and retain the best workforce</p>	<ul style="list-style-type: none"> <li>• Effective supervision fully supports setting objectives for professional development and backed up with annual PDR and job plans.</li> <li>• Empower therapists &amp; dietitians to develop and write competencies</li> <li>• Increase staff competencies and skills with internal development opportunities to build skills</li> </ul>	<ul style="list-style-type: none"> <li>• The right staff with the right skills in the right place feeling valued, respected and engaged.</li> <li>• Progression within each band by developing essential competencies and encouraging opportunities for acting up to support career progression</li> <li>• Staff able to develop teaching, clinical and supervisory skills</li> <li>• Staff participating in research, clinical audit and supervise improvement.</li> <li>• Rotations across sites and organisations to support staff development and opportunities in different clinical settings</li> <li>• Staff able to look at different styles of working e.g. flexible, annualised, reduced hours ,weekend etc.</li> </ul>







# Commitment 4: Education

What we will do	How we will do it	What you will see
<p>Have the right education training and development to enhance our skills knowledge and understanding and ensure we deliver high quality interventions</p>	<ul style="list-style-type: none"><li>• We have the right education training and development to enhance our skills knowledge and understanding and ensure we deliver high quality interventions</li><li>• Income generated from running therapy courses will be used to support training within therapies service</li><li>• An annual budget for therapy training and education managed by the Therapies Education Lead supported by a TNA for therapies, a robust funding criteria e.g. grade and learning needs identified in annual PDR.</li><li>• Research is included within Job Plans and encouraged to support evidence based practice.</li></ul>	<ul style="list-style-type: none"><li>• An organisation that helps you build/develop your career with training supported and encouraged utilising skills of staff and accessing external training when required for both teams and individuals</li><li>• An improved &amp; fair system of allocation of training funds across the financial year to support planning and skill mix</li><li>• Funding for external courses and conferences agreed and supported in a more timely fashion for successful applications.</li><li>• Staff undertaking research alongside their clinical duties.</li></ul>





# Commitment 5: Integration across boundaries to deliver care more efficiently

What we will do	How we will do it	What you will see
<p>We will support integration across organisational boundaries, reduce duplication and ensure the best use of AHP resource across the health and care system.</p>	<ul style="list-style-type: none"><li>• We will have the right staff in the right place at the right time to deliver the best possible care.</li><li>• Provide opportunities for staff to work across organisational boundaries such as secondments, shadowing and collaborative working.</li><li>• Ensure there are clear processes for transfer of care across services and organisations that staff can access easily and smoothly as they require. This will include schemes such as co-ordinate my care.</li><li>• We will work collaboratively with colleagues in community and CCGs to develop the most effective pathways. We will ensure we seek out opportunities within North West London to be a key driver in Integrated Care organisations</li><li>• We will work with other provider organisations to support reduction in hospital admissions</li></ul>	<ul style="list-style-type: none"><li>• To extend skills and knowledge and ensure AHPs are working at the top of license and across organisational boundaries in all clinical areas.</li><li>• We will work with patients and their carers to ensure they reach their maximum potential following an injury and illness working with all services to ensure patients receive the right care in the right place.</li><li>• Therapy Services supporting seamless care pathways across all boundaries to ensure patients receive care closer to home that is not fragmented.</li><li>• Therapists working in areas to prevent unnecessary admissions and support the out of hospital agenda.</li></ul>





# What does this mean for my team?

The commitments	Our actions	Our achievements
<ol style="list-style-type: none"><li>1. We will use digital technology to enhance the services we can offer to our patients</li><li>2. We will provide a high quality, safe and effective therapy service to all our patients</li><li>3. We will ensure we recruit and retain the best therapy workforce</li><li>4. We will ensure that we provide our workforce with the right skills and education to enable them to develop their careers.</li><li>5. We will ensure we seek out opportunities to work across organisational boundaries and deliver services more efficiently</li></ol>		





# What does this mean for me?

The commitments	My objectives	Appraisal notes and feedback
<ol style="list-style-type: none"><li>1. We will use digital technology to enhance the services we can offer to our patients</li><li>2. We will provide a high quality, safe and effective therapy service to all our patients</li><li>3. We will ensure we recruit and retain the best therapy workforce</li><li>4. We will ensure that we provide our workforce with the right skills and education to enable them to develop their careers.</li><li>5. We will ensure we seek out opportunities to work across organisational boundaries and deliver services more efficiently</li></ol>		



