

Terms of Reference: North West Allied Health Professions (AHP) Council

Document control

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1 Overview

- 1.1. The North West Allied Health Professions (AHP) Council provides a strategic advisory and action group on AHP workforce and transformation across the region. It supports the development of safe, effective and responsive services by:
- Supporting the implementation, adoption and spread of national and regional priorities for AHP workforce and services to support improvements in population health, patient outcomes and service delivery.
 - Providing timely strategic advice and intelligence on AHP workforce supply and transformation to HEE, NHS England, NHS Improvement and stakeholders.
 - Supporting AHP leadership capacity and capability within the region.
 - Enabling support and collaboration across the region, with effective links the Chief AHP Officer and national AHP leadership team.
- 1.2. As an advisory body to HEE and stakeholders for over 10 years, it provides a flexible, adaptive approach to supporting regional and national priorities. This includes the support of the wider North West AHP Network in providing professional and clinical expertise across the system.

2 Aims

- 2.1. The Council's main aims in 2019/20 are to support the NHS Long Term Plan (LTP), NHS People Plan and HEE Mandate by:
1. Supporting publicly funded health and care services and systems in the region in identifying and addressing AHP workforce supply priorities, issues and solutions.
 2. Ensuring that healthcare systems in the region are able to develop a sustainable and flexible AHP workforce across all fourteen professions to support priorities in the LTP, Interim NHS People Plan and local care pathway transformation.
 3. Supporting system-wide leaders in developing new care models integrated around patients and communities, and that look beyond traditional professional roles.
 4. Supporting regional AHP leaders in implementing national AHP policy and strategy, including priorities and commitments in AHPs into Action, LTP and the Interim NHS People Plan.
 5. Identifying, advising and making recommendations about what the system can act on nationally, that supports the further development of the NHS People Plan and regionally to support the development of HEE work programmes.

3 Areas of focus

3.1. The Council will focus on all aspects relating to workforce and transformation for AHPs, across different healthcare sectors, including but not limited to:

Workforce transformation areas	Areas of focus
Workforce data	<ul style="list-style-type: none"> • Strategic review of regional workforce data and plans to inform and support priorities, including supply, demand and capacity • Dissemination and use of NHS Improvement ESR guidance to support better accuracy of regional data • Equality and diversity
Future supply	<ul style="list-style-type: none"> • Attracting the future workforce • Apprenticeships • Reducing pre-registration attrition and improving retention (RePAIR) • Vulnerable AHP professions • Pre-registration education • Placement capacity and quality • Return to practice
Current supply	<ul style="list-style-type: none"> • Assistant/non-registered workforce • International recruitment • Retention improvement
Upskilling	<ul style="list-style-type: none"> • Education and continuing professional development (CPD) in response to national policy and care pathway transformation • Non-registered workforce • Non-medical prescribing • Digital • Quality improvement (in partnership with NHSI)
New roles and new ways of working	<ul style="list-style-type: none"> • Advanced Clinical Practice • First contact practice • Non-medical prescribing • Identifying innovative examples to scale across the region
Leadership	Leadership capacity and capability, and development needs and opportunities (in partnership with NHSI)

4 Principles/ways of working

- 4.1. We will aim to be as inclusive as possible and seek to involve all relevant stakeholders wherever possible. We will take a multidisciplinary and collaborative approach to supporting the AHP workforce and wider system.
- 4.2. We will seek to build on the work that has been done by other areas and regions as much as possible, focusing on the approaches we know work.
- 4.3. We will combine ‘bottom-up’ and ‘top-down’ communication and take into account diverse and different views. We will seek to reconcile these where we can, while continuing to make progress.

- 4.4. We will ensure that our work supports the new service models set out in the LTP.
- 4.5. We will identify priorities best delivered:
 - nationally
 - regionally, with a set national trajectory
 - regionally, determined by regional priorities
 - locally
- 4.6. We will work hard to listen to patients and front-line staff to ensure our work reflects their priorities.

5 Membership

- 5.1. The Council is co-chaired by the North West AHP Workforce Lead and strategic AHP lead from an NHS provider organisation in the region.
- 5.2. Membership is structured to represent sectors and professions across the region. This includes health and social care providers, higher education and arm's length bodies (see [appendix 1](#)). Named deputies will be permitted.
- 5.3. Members are agreed by the North West AHP lead and co-chair, ensuring that members are selected to represent across the sector.
- 5.4. The majority of Council membership are recruited via the North West AHP Network website. This will be carried out openly and transparently, supporting AHP leadership capacity and capability across the system.
- 5.5. Where gaps in professional expertise exist, and where it important to have the views of specific professional groups, steps will be taken to address this. This may include short-life advisory subgroups, task and finish groups, and presentations.
- 5.6. At its discretion, the Council may also invite other external participants to attend meetings to assist in delivering its objectives and to offer expertise on relevant issues.

6 Members' Roles

- 6.1. Members work collaboratively for the benefit of the whole workforce, representing and supporting strategic priorities across the system not only their organisation.
- 6.2. Members will identify the scale at which AHP workforce priorities in the region are best supported (nationally, regionally or at STP/ICS level), also supporting scale and spread of effective solutions across the region.
- 6.3. Members will establish, develop and maintain proactive links with relevant stakeholders and networks, including professional bodies and groups.
- 6.4. The North West AHP Workforce Lead and STP/ICS council/forum leads will ensure support and alignment with national teams and work programmes.
- 6.5. Members will lead or nominate leaders agreed task and finish groups as identified by the Council.

7 Quorum

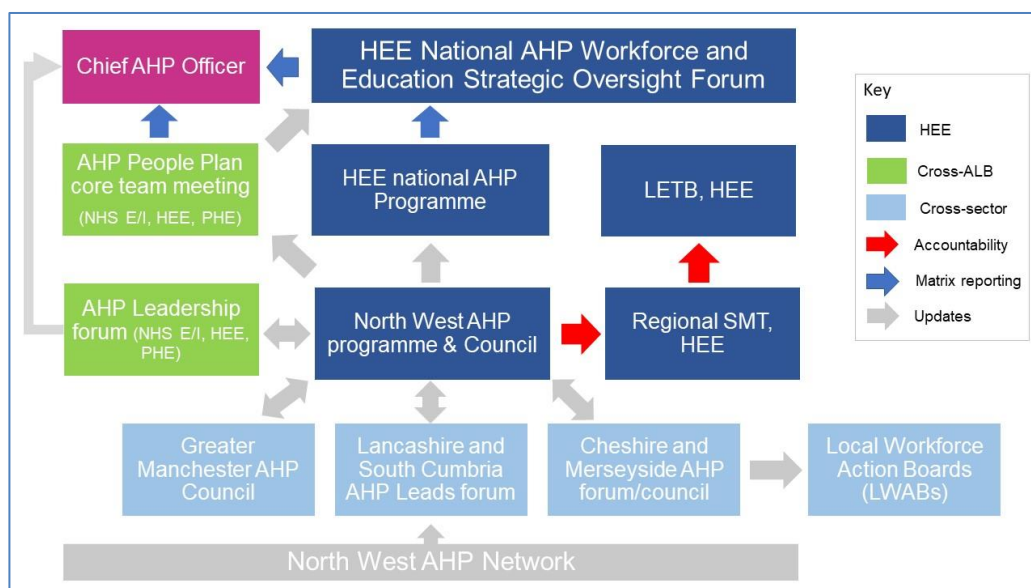
- 7.1. The quorum is reached when at least 50% of the members are present (in person or digitally). The final judgement on quorate will reside with the chair/co-chair.
- 7.2. One co-chair must be present for the meeting to go ahead.

8 Meetings and secretariat

- 8.1. The Council will meet on a quarterly basis. Advisory and task and finish groups meet separately as required.
- 8.2. An agenda and associated papers will available at least one week before the meeting via closed pages on the North West AHP network website.
- 8.3. Meeting notes and an action log will be taken at every meeting and will be circulated to the members for action.

9 Reporting

- 9.1. The Council reports to HEE (North). The North West AHP Workforce Lead is accountable to HEE's Regional Director.
- 9.2. Additional matrix reporting via the North West AHP Workforce Lead to national structures is indicated by the blue arrows on the figure below.
- 9.3. AHP Councils for forums within each of the 3 STPs/ICSs in the region provide updates, intelligence and advice (as indicated by grey arrows).



10 Review

- 10.1. The Terms of Reference and membership will be reviewed on a yearly basis.

Appendix 1: membership

Sector	Membership	Places*
Sustainability and Transformation Partnerships (STPs) and Integrated Care Systems (ICS)	Strategic STP/ICS AHP Lead and/or workforce lead from: <ul style="list-style-type: none"> • Greater Manchester • Lancashire and South Cumbria • Cheshire and Merseyside (And/or chair of regional AHP council where different)	3
NHS provider organisations	Chief, Directors and Associate Directors of AHPs	3 per STP/ICS footprint
North West Ambulance Service	Strategic lead paramedic	1
NHS provider organisations and primary care	Professional leads – particularly where not represented by Chief, Directors and Associate Directors of AHPs	5
HEIs	One Higher Education Institute representative per sub-region	3
Commissioning	NHS commissioning representative	1
Arm's length bodies	<ul style="list-style-type: none"> • North West AHP Workforce Lead. • National or regional AHP lead NHS England and NHS Improvement 	2

*Numbers are intended as a guide.

Appendix 2: current membership

Pan-North West

Name	Role	Employer
Naomi McVey (Co-chair)	North West AHP Workforce Lead	Health Education England
Tbc (vacant)	tbc	North West Ambulance Service
Kate Jackson	Commissioning Manager	NHS Blackpool Clinical Commissioning Group

Professional leads

Name	Role	Employer	Profession
Hazel Hendriksen	Assistant Clinical Director	North West Boroughs Healthcare NHS Foundation Trust	Occupational therapy
Vacant			Diagnostic radiography
Mark Hellaby	North West Simulation Education Network Manager	HEE/Manchester NHS Foundation Trust	Operating Department Practitioners
Heidi Denham	Professional Lead for Orthoptics	Salford Royal NHS Foundation Trust	Orthoptists
Vikki Pestrige	Acting AHP Operational Lead - Podiatry	Salford Royal NHS Foundation Trust	Podiatry
Victoria Bateman	Prosthetic Professional Lead	Lancashire Teaching Hospitals Foundation Trust	Prosthetics and orthotics
Heulwen Sheldrick	Principal Speech and Language Therapist	The Clatterbridge Cancer Centre NHS Foundation Trust	Speech and language therapy
Helen Clements	Manager and Professional Lead for Therapeutic Radiography	Cumbria Partnership NHS Foundation Trust	Therapeutic radiography

Integrated Care Systems (ICS) and Sustainability and Transformation Partnership (STP) areas

Sector	Name	Role	Employer	Organisational responsibility
Lancashire and South Cumbria Integrated Care System				
ICS AHP workforce lead and/or chair of regional AHP council	John Bannister	AHP Clinical Lead	Lancashire and South Cumbria ICS	Lancashire and South Cumbria ICS & AHP forum
Chief, Directors and Associate Directors of AHPs, NHS provider organisations	Nicholas Lane	Head of Therapies	Blackpool Teaching Hospitals NHS FT	tbc
	Liz McMullin	Associate Director Allied Health Professionals	Lancashire Teaching Hospitals NHS Foundation Trust	tbc
	Patsy Probert	Associate Director for Allied Health Professionals	Lancashire Care NHS Foundation Trust	Podiatry, OT, physio, SLT, Dietetics and Art Therapy (Mental Health)
	Alison Turner	Directorate Lead for AHPs	East Lancashire Hospitals NHS Trust	Physiotherapy, OT, SLT, Dietetics and Orthotics
HEI	Janette Grey	Director of Academic Development, College of Health and Wellbeing	University of Central Lancashire	Physiotherapy, Paramedics, ODPs, OT and SLT
Greater Manchester (Integrated Care System: Greater Manchester Health and Social Care Partnership) (devolved health and social care economy)				
ICS AHP workforce lead and/or chair of regional AHP council	David Marsden	Allied Health Professions Workforce Lead	Greater Manchester Health & Social Care Partnership	Greater Manchester Health & Social Care Partnership & GM AHP workforce group
Chief, Directors and Associate Directors of AHPs, NHS provider organisations	Elizabeth Birchall	Director of Healthcare Professions	Manchester University NHS Foundation Trust	Physiotherapy, OT, Dietetics, SLT and Orthotics
	Moirra Dixon	Paediatric Therapy and Dietetic Service Manager, Professional Lead for Paediatric Dietetics	Manchester University NHS Foundation Trust	Physiotherapy, OT, Dietetics and SLT (Paediatrics)
HEI	Professor Alison Chambers	Pro-Vice Chancellor Health and Social Care	Manchester Metropolitan University	HEI/Physiotherapy, Dietetics, SLT

Cheshire and Merseyside sustainability and transformation partnership (STP)				
Sector	Name	Role	Employer	Organisational responsibility
ICS AHP workforce lead and/or chair of regional AHP council	Liz Roden	Divisional Director of Nursing and Allied Health Professions	Aintree University Hospitals NHS Foundation Trust	Cheshire and Merseyside AHP Forum
Chief, Directors and Associate Directors of AHPs, NHS provider organisations	Caroline Dawn	Head of Therapy Services	St Helens and Knowsley Teaching Hospitals NHS Trust	Tbc
	Carol Millington	Lead AHP	Warrington and Halton Hospitals NHS Foundation Trust	Tbc
HEI	Denise Prescott	Senior Lecturer and Director of the Centre for Educational Development and Support	Faculty of Health and Life Sciences, University of Liverpool	HEI/physiotherapy, OT, Orthoptics, Diagnostic and Therapeutic Radiography