




Cheshire and Merseyside Advanced Practice Strategy A Three Year Strategy 2024- 2027

Sara Dalby AP Lead C&M ICS



Contributions



This strategy has been created with the collaboration of the Cheshire and Merseyside ICB, Faculty for Advanced Practice and Advanced Practice Leads from Cheshire and Merseyside.

Mission Statement

Working collaboratively to provide governance and assurance for Advanced Practice to ensure high quality patient care aligned with the population needs of Cheshire and Merseyside.



Introduction



The vision of the strategy is to support organisations across Cheshire and Merseyside to standardise Advanced Practice across the system to deliver safe, effective and high quality patient care to meet the population needs.



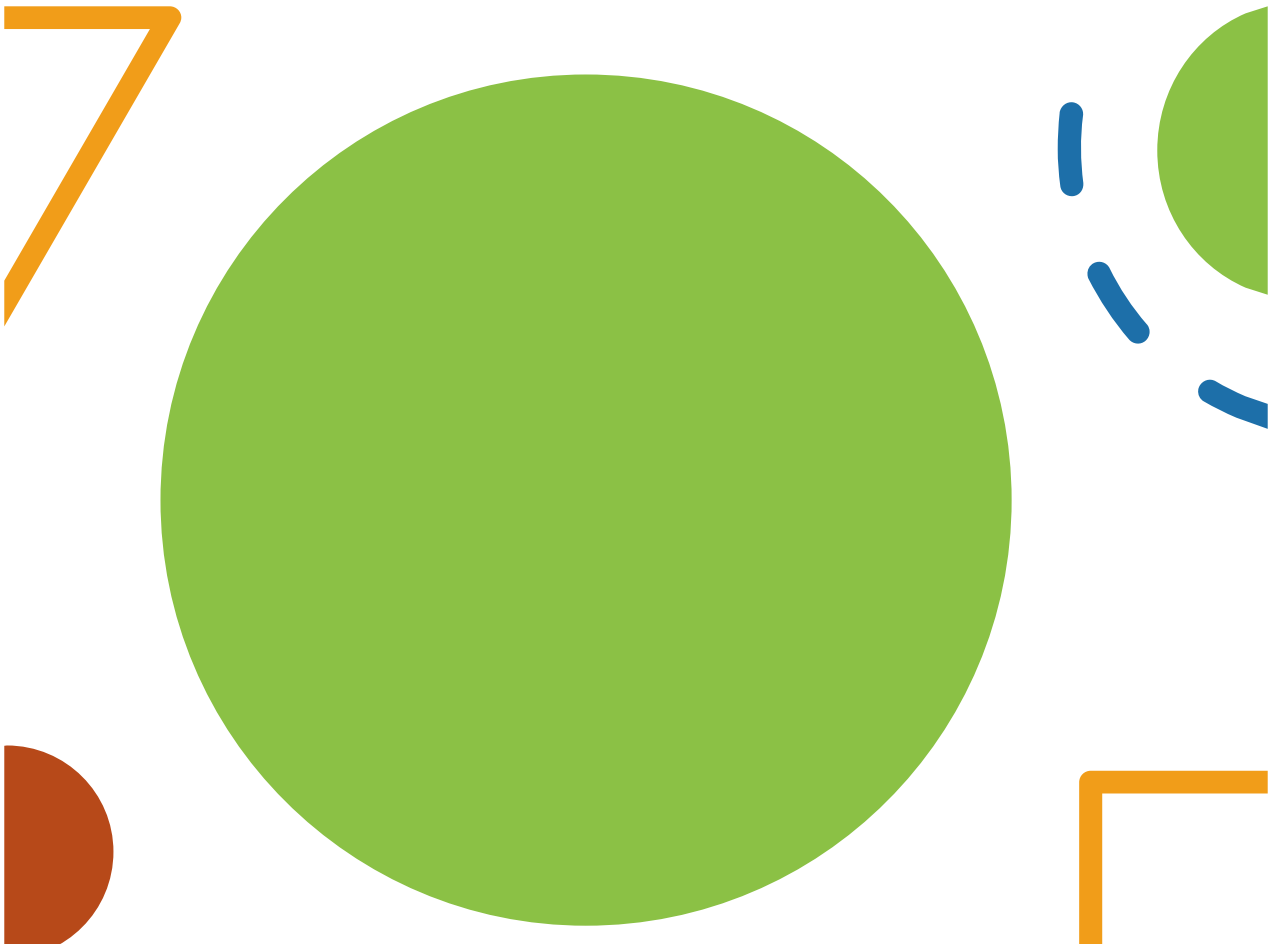
The structure of the strategy will align with the eight principles of the Governance Maturity Matrix (NHSE).



The Logic model will highlight current issues related to the eight domains outlined in the Governance Maturity Matrix for APs and to identify the inputs or activities required to achieve the desired improvement goals.



A three-year roadmap for each workstream is provided in addition to potential measures of success.

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- This strategy is aligned to, and builds on, a number of other Cheshire and Merseyside-based strategies, North West Strategies and national guidance:
 - Cheshire and Merseyside Health and Care Partnership (ICP) Interim Strategy 2023-2028
 - Cheshire and Merseyside Joint Forward Plan 2023-2028
 - Cheshire and Merseyside Equality and Inclusion Strategy 2022-2026
 - North West England Nursing, Midwifery & Allied Health Professionals (NMAHP) Research Capacity and Capability Strategy 2021-2024

Assumptions and External Factors

Facilitators



Protected time for all Advanced practitioners to meet the four pillars and professional requirements.



Staff and employers will support the necessary changes.



Collaboration and engagement across all relevant Advanced Practice stakeholders across C&M.

Barriers



Variable understanding of Advanced Practice.



Limited funding to support innovation.



Service pressures

Governance

- SITUATION:** • Currently the Governance across C&M for Advanced Practice requires development to achieve the mature aspects within the governance maturity matrix

ACTIVITIES

- ✓ Embed the use of the governance matrix across all workplaces
- ✓ Support the implementation of a corporate lead who works at advanced or consultant level practice
- ✓ Define what an Advanced Practitioner is across C&M aligned to national definitions
- ✓ Organisational scoping to ascertain current reporting and accountability lines for APs
- ✓ Develop a career pathway for C&M
- ✓ Support job planning for advanced practitioners (80/20 split)
- ✓ Support workplaces to capture the work undertaken in the 20% non clinical time

OUTCOMES:

- Standardisation of Advanced Practitioners across C&M
- Clear accountability and reporting lines will be standardised within workplaces
- A Career pathway will support the development and retention of the workforce
- Job planning will support advanced practitioners to work across the four pillars

GOAL:

There is an understanding of advanced practice across all workplaces in C&M, with a commitment of an AP lead at executive/ director level with an oversight for the governance of advanced practice practitioners across the organisation.

Leadership

- SITUATION:**
- Currently there is not advanced practice leadership at every level across workplaces
 - There is continued confusion regarding advanced practice

ACTIVITIES

- ✓ Support organisations to have a model of implementing an advanced practice steering group which reports into relevant organisational meetings and has a 'golden thread' to the organisational executive lead
- ✓ Advanced practice representation and voice to be at all levels of the organisation
- ✓ Clear communication and terminology to be used across workplaces
- ✓ Promotion and visibility of advanced practitioners across workplaces
- ✓ Standardisation for the identification of advanced practitioners

OUTCOMES:

- A clear direction for advanced practice within organisations which will support the relevant changes to meet the required aim of the C&M AP strategy
- Improved understanding of advanced practitioners by all stakeholders including employers and patients
- Clear identification of advanced practitioners in the workplace

GOAL:

Ensure advanced practice leadership is valued and visible across all workplaces in C&M, with influence at all relevant groups to support the development and impact of Advanced Practice

Workforce

- SITUATION:**
- Currently there is fluctuation of job descriptions and job plans for advanced practitioners across C&M.
 - Advanced practice is still not considered in all workforce solutions when there are challenges for service delivery or development of new services.
 - Need to ensure the recruitment and development of AP roles aligns with population needs across C&M

ACTIVITIES

- ✓ A standardised Job Description for C&M is created to be adapted by organisations to support the recruitment of APs
- ✓ Standardised internal process in place to support the expressions of interest process for APs
- ✓ Support the development of job plans for trainee, qualified and supervising APs
- ✓ Support the workforce planning of APs and promote the role across different services
- ✓ Agreed processes for the recruitment of APs
- ✓ Support the implementation of methods to capture impact of AP workforce

OUTCOMES:

- Standardisation of Advanced Practitioners across C&M
- Job planning will support advanced practitioners to work across the four pillars and allow time for development
- More robust workforce planning and future proofing of services
- Demonstrate the impact of advanced practice on services and support further development of AP roles

GOAL:

Planning and recruitment of advanced practitioners is mapped to workforce plans to meet local needs.
Advanced practitioners reflect the diversity of the staff and population of C&M.
There are feedback measures for the impact of advanced practice.

Business Cases

SITUATION: • Currently there is fluctuation in business cases and this impacts the recruitment of APs

ACTIVITIES

- ✓ Create a business case template for APs that can be utilised by workplaces for the recruitment of APs.
- ✓ Ensure business cases account for supervision requirements
- ✓ Ensure business cases also consider relevant infrastructures for the success of the role
- ✓ Include job planning in business cases

OUTCOMES:

- Standardisation of business cases for Advanced Practitioners across C&M
- Finance aligned for the supervisor requirements of APs

GOAL:

Business cases are reflective of the cost of APs and are equitable and consistent. Business cases include consideration of supervision requirements and relevant infrastructures to support the AP roles.

Training

- SITUATION:** • Currently there is fluctuation in the support of trainees across C&M for Advanced Practice

ACTIVITIES

- ✓ Create a training framework template reflecting the four pillars of practice that can be utilised by workplaces to support trainees
- ✓ Provide clear processes to monitor individuals and support trainees in difficulty
- ✓ Create a model for the pastoral support of trainees (and qualified) advanced practitioners
- ✓ Agreed competencies and capabilities for both across organisations but also speciality specific aligned with the national credentials
- ✓ Create standards for an 'uplift' panel once training has completed

OUTCOMES:

- Standardisation of training of Advanced Practitioners across C&M
- Early identification and support for trainees who are having challenges
- Additional pastoral support for APs for the support, development and retention of APs
- Standardised scrutiny of portfolio prior to the uplift of a trainee AP to qualified status

GOAL:

To ensure there is standardised, equitable and supported training and development which is suitably financed across all workplaces in C&M. Advanced practitioners are supported to achieve all relevant national, regional and local training requirements.

Clinical

SITUATION: • Currently the governance and assurances across C&M for Advanced Practice require development

ACTIVITIES

- ✓ Have a standardised approach to the portfolio of advanced practitioners across C&M
- ✓ Ensure the portfolio of evidence created is reviewed during an appraisal process
- ✓ Standardise the appraisal processes to ensure they are fit for purpose for advanced practitioners
- ✓ Ensure APs are identified in all relevant organisational SOPs ie VTE

OUTCOMES:

- Standardisation of internal assurance and governance processes for Advanced Practitioners across C&M
- Standardised portfolio which aligns with the four pillars and links with the appraisal process within organisations for all advanced practitioners (trainee and qualified)

GOAL:

Robust governance and assurances in place across C&M for advanced practice so clinicians can work effectively ensuring both patient safety and clinician safety.

Supervision

- SITUATION:** • Currently the supervision models across C&M for Advanced Practice are fluctuant particularly for qualified advanced practitioners

ACTIVITIES

- ✓ Ensure all trainee and qualified APs have an allocated educating supervisor
- ✓ Standardised model for qualified APs; minimum four meetings a year with Educational Supervisor one of which will be the appraisal process
- ✓ Ensure all trainees are being supervised in line with the minimum standards of supervision
- ✓ Create a training programme across C&M to train senior APs to supervise trainee APs

OUTCOMES:

- All advanced practitioners including qualified will have an allocated education supervisor and meet minimum requirements
- Utilising our experienced AP workforce to supervise trainee APs releases capacity for the medical workforce and also develops APs.

GOAL:

Robust organisational governance for supervision is in place for advanced practitioners across all workplaces in C&M which align with national regional and local requirements.

Continued Professional Development

- SITUATION:** • Currently there is some continued professional development for APs across C&M however this requires development

ACTIVITIES

- ✓ Organise C&M CPD events which reflect the four pillars to support the education of the AP workforce
- ✓ Support the inclusion of CPD time into AP job plans
- ✓ Identify CPD opportunities for APs across C&M
- ✓ Create a C&M wide AP forum for AP updates, teaching and role of an AP

OUTCOMES:

- Development of the AP workforce to support high standards of patient care

GOAL:

CPD governance and assurance structures are embedded across workplaces in C&M to ensure continual development and the delivery of safe and effective patient care.

Three Year Plan

	Year 1	Year 2	Year 3
Governance	<p>Implementation of corporate lead across all workplaces</p> <p>Define what an AP across C&M is</p> <p>Job planning reflecting all four pillars (80/20)</p>		Develop a career pathway
Leadership	<p>Support organisations to have a model of implementing an advanced practice steering group which reports into relevant organisational meetings and has a 'golden thread' to the organisational executive lead</p>	<p>Promotion and visibility of advanced practitioners across workplaces</p>	<p>Standardisation for the identification of advance practitioners.</p> <p>Clear communication and terminology to be used across workplaces.</p>
Workforce	<p>Create a standardised JD to be adapted by organisations to support the recruitment of APs.</p> <p>Standardised internal process in place to support the expressions of interest process for APs.</p> <p>Support the workforce planning of APs and promote the role across different services.</p>	<p>Agreed processed for the recruitment of APs.</p>	<p>Support the implementation of methods to capture impact of AP workforce</p>
Business Cases	<p>Create a business case template for APs that can be utilised by workplaces for the recruitment of APs.</p>		

Three Year Plan

	Year 1	Year 2	Year 3
Training	Agreed competencies and capabilities for both across organisations also speciality specific aligned with the national credentials	Create a training framework template reflecting the four pillars of practice that can be utilised by workplaces to support trainees. Create standards for 'uplift' panel.	Create a model for the pastoral support of trainees (and qualified) advanced practitioners
Clinical	Standardised approach to the portfolio for APs which aligns with current appraisal processes	Review current appraisal processes and ensure they meet AP requirements	
Supervision	Ensure all qualified and trainee APs have allocated ES and meet minimum standard requirements	Standardised model for qualified APs	Create a training programme across C&M for senior APs
CPD	Organise C&M CPD Monthly	Support the inclusion of CPD into job plans	Map all available CPD opportunities for APs

Measures - Governance

Evidence of :	Measure:	Rationale:	Issues or Limitations:
Standardisation of Advanced Practitioners across C&M	Agreed principles for what a AP who works in C&M will require	Ensures a standardised approach and minimises confusion	
Clear accountability and reporting lines will be standardised within workplaces	Feedback from Leads	Ensures standardisation and support for AP	Reliant on engagement
A Career pathway to support the development and retention of the workforce	Development of a career pathway to be distributed to all organisations for dissemination	Support the development and succession planning of AP across C&M	
Job planning will support advanced practitioners to work across the four pillars	Feedback from leads	Will support APs to work at an advanced level across all four pillars	80/20 split – impact on service delivery and finance

Measures - Leadership

Evidence of :	Measure:	Rationale:	Issues or Limitations:
A clear direction for advanced practice within organisations which will support the relevant changes to meet the required aim of the C&M AP strategy	Engagement and feedback for organisational leads	To provide standardisation and guidance to employers across C&M	Reliant on engagement
Improved understanding of advanced practitioners by all stakeholders including employers and patients	Stakeholder engagement and feedback	Promotion of the AP role to support current workforce and also the development of future workforce	
Clear identification of advanced practitioners in the	Standardisation of the visibility of APs	Visibility of APs to minimise confusion	Potential costing implications

Measures - Workforce

Evidence of :	Measure:	Rationale:	Issues or Limitations:
Standardisation of Advanced Practitioners across C&M	Agreed principles for what a AP who works in C&M will require	Ensures a standardised approach and minimises confusion	Stakeholder engagement
Job planning which will support advanced practitioners to work across the four pillars and allow time for development	Feedback from leads	Will support APs to work at an advanced level across all four pillars	80/20 split – impact on service delivery and finance
More robust workforce planning and future proofing of services	Evidence from EOI process	To ensure the AP workforce is aligned with population and service needs	Stakeholder engagement
Demonstrate the impact of advanced practice on services		To highlight the impact of AP to support patient care	Stakeholder engagement

Measures – Business Cases

Evidence of :	Measure:	Rationale:	Issues or Limitations:
Standardisation of business cases for Advanced Practitioners across C&M	A standard business case will be produced to be utilised by all employers	To support employers with the recruitment of APs	
Finance aligned for the supervisor requirements of APs		To ensure the funding is utilised to support APs in practice	Stakeholder engagement

Measures - Training

Evidence of :	Measure:	Rationale:	Issues or Limitations:
Standardisation of training of Advanced Practitioners across C&M	Development and running of courses for APs	Standardisation of additional training i.e. radiology	Stakeholder engagement
Early identification and support for trainees who are having challenges	AP lead feedback and student feedback	Early support of trainees to minimise attrition	Stakeholder engagement
Additional pastoral support for APs for the support, development and retention of APs	AP lead feedback	To support APs wellbeing	Stakeholder engagement
Standardised scrutiny of portfolio prior to the uplift of a trainee AP to qualified status	Monitoring of panels occurrence and outcomes	To set a standard for APs	Stakeholder engagement

Measures - Clinical

Evidence of :	Measure:	Rationale:	Issues or Limitations:
Standardisation of internal assurance and governance processes for Advanced Practitioners across C&M	Lead feedback	To provide assurance that systems are in place to support clinicians to work at advanced level practice safely	Stakeholder engagement
Standardised portfolio which aligns with the four pillars and links with the appraisal process within organisations for all advanced practitioners (trainee and qualified)	Lead feedback	To standardise the requirements for APs to demonstrate they are maintaining competency which will be linked to appraisal	Stakeholder engagement

Measures - Supervision

Evidence of :	Measure:	Rationale:	Issues or Limitations:
All advanced practitioners including qualified will have an allocated education supervisor and meet minimum requirements	Feedback from leads	To ensure that all APs (qualified and trainee) have supervision	Stakeholder engagement
Utilising our experienced AP workforce to supervise trainee APs releases capacity for the medical workforce and also develops APs.	Development and running of C&M Trainer course for APs	To develop our experienced APs, create more supervisor capacity and also take the pressure of supervision from medical colleagues	Stakeholder engagement

Measures CPD

Evidence of :	Measure:	Rationale:	Issues or Limitations:
Development of the AP workforce to support high standards of patient care	Evidence of the delivery of training sessions	To support the continued development of APs across C&M	Potentially funding and APs being supported to access