

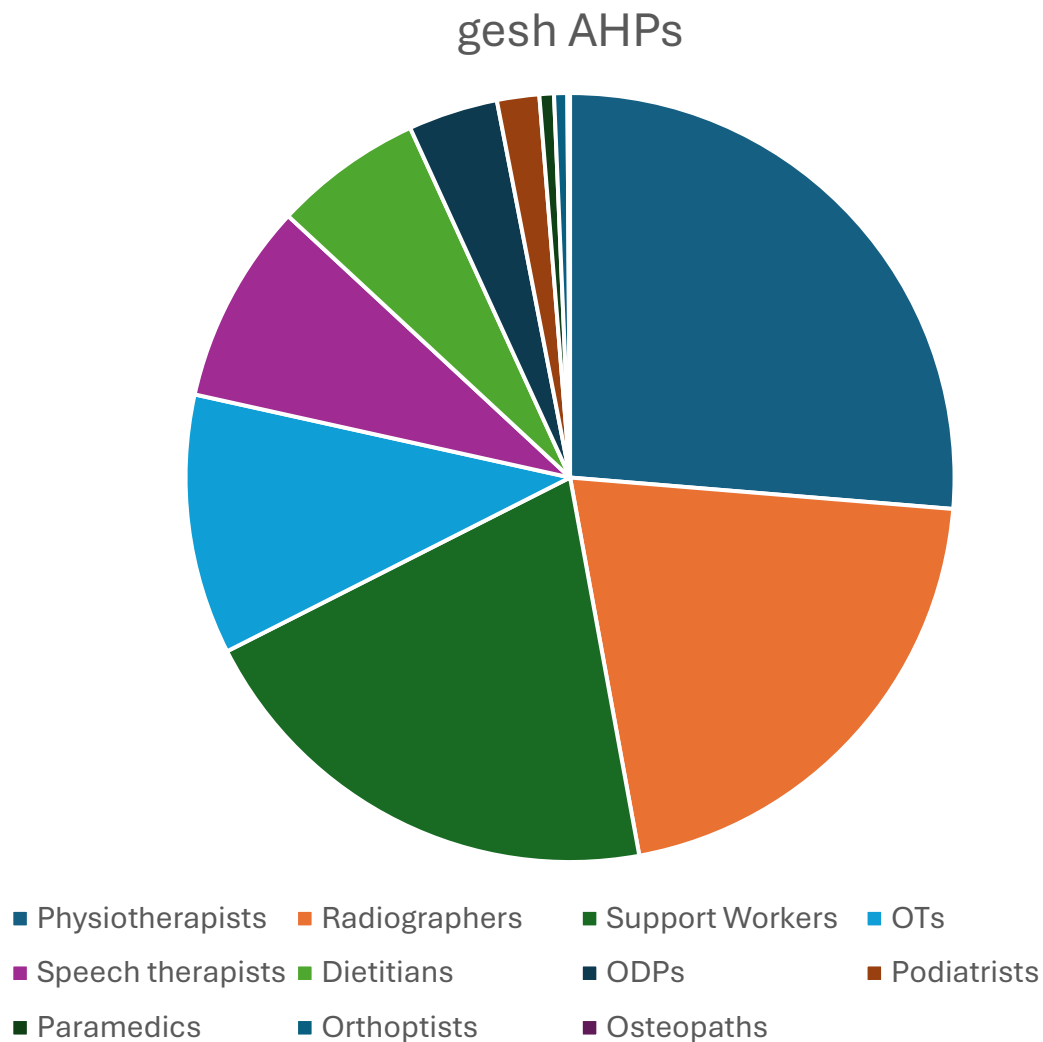
A large group of approximately 30 people, mostly healthcare professionals, are posed for a group photo. They are standing in several rows in front of a large blue banner. The banner has the 'gesh' logo at the top, followed by the text 'gesh AHP Strategy Workshop' and '13th September 2025'. The people are dressed in a mix of professional and casual attire, including scrubs, blouses, and dresses. Many are wearing lanyards with ID badges.

Allied Health Professionals Strategy 2025 - 2028

Who are we and where are we now?

- We are a dedicated workforce of 1,800 Allied Health Professionals, working in a wide range of acute and community services across gesh. We are Podiatrists, Dietitians, Occupational Therapists, Operating Department Practitioners, Orthoptists, Osteopaths, Paramedics, Physiotherapists, Diagnostic Radiographers, Speech and Language Therapists and Support Workers.
- We collaborate with colleagues and partners across the system to deliver timely diagnostics, rehabilitation and expert care, empowering patients and the public to manage and improve their health, preventing admission and supporting recovery.
- We consistently strive for excellence, embedding research, innovation and co-design into our services and care pathways.
- We face unprecedented challenges with increasing demand and complexity in a stark financial context. There is a need to work creatively to ensure that our AHP workforce is fit for the future.
- This strategy sets out our vision and key priorities for the next three years, aligning with the Gesh 5 Year Strategy , the 10 Year Health Plan and the National AHP Strategy for England

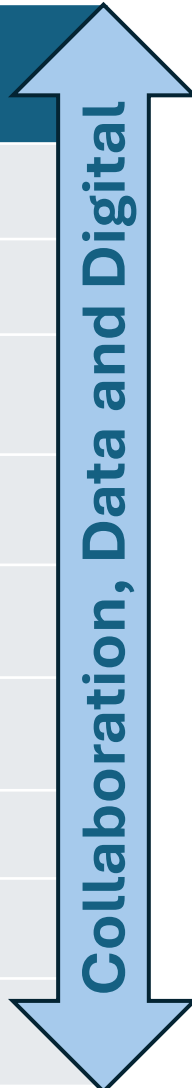
Our AHP workforce at a glance



Our Vision

By 2028, our gesh AHP community will be empowered and recognised as dynamic innovators, integral to delivering high quality care and value for all.

Domain	Priorities
Affordable healthcare, fit for the future	1. Support prevention, health improvement & proactive neighbourhood care*
	2. Work creatively to ensure that AHP services are 'Fit For The Future'
	3. Optimise environmental sustainability across AHP pathways
Right care, right place, right time	4. Work with partners to integrate care, prevent admission and reduce length of stay
	5. Lead and support work to reduce waiting times in adults and children's services
	6. Embed patient & public engagement, health equity and inclusion
Empower and engage our people	7. Ensure AHPs are recognised, understood and embedded in decision making
	8. Support and enable professional development for all AHPs
	9. Review and optimise AHP leadership across gesh



*Neighbourhood care: working with local communities and all care providers to deliver proactive integrated care, in the best place for the person

AFFORDABLE HEALTHCARE, FIT FOR THE FUTURE



Priority	OBJECTIVES
Support prevention, health improvement and proactive neighbourhood care	1. Showcase the positive impact of health improvement and proactive care in services who already do this well and support wider implementation across other care pathways 2. Upskill staff in healthy conversations & <u>Making Every Contact Count</u> to support living well through the life course 3. Support and empower patients and carers to self-manage long-term and developmental conditions
Work creatively to ensure that AHP services are 'Fit For the Future'	4. Explore the following options in each of our services to ensure they are Fit For The Future: - Skill mixing of teams and re-shaping of roles to optimise workforce versatility - Introduce job planning and benchmarking where appropriate to optimise productivity and skill mix - Consider new and developmental roles to improve workforce sustainability where feasible - Utilise a range of care delivery models e.g. group consultations, virtual appointments & outreach events - Embed wellbeing and retention initiatives, including supporting the gesh flexible working policy - Ensure AHPs are at the forefront of digital transformation, integration and automation, to improve care and productivity - Ensure implementation of evidence-based guidelines to support resource allocation - Build confidence and capability in designing cost-effective care pathways - Identify change champions to help promote and support working differently
Optimise environmental sustainability across AHP pathways	5. Share AHP-led sustainability projects across the gesh workforce to support wider implementation 6. Improve the environmental sustainability of several care pathways or processes

RIGHT CARE, RIGHT PLACE, RIGHT TIME



Priority	OBJECTIVES
Work with partners to integrate care, prevent admission and reduce length of stay	7. Ensure early intervention, timely diagnostics and community rehabilitation are embedded in care pathways
	8. Support and lead transformation workstreams with partners across the whole patient journey, to streamline and integrate care pathways, remove duplications, prevent admission and reduce length of stay
	9. Support all appropriate ward staff in helping patients to 'Get up and get moving' to prevent hospital acquired deconditioning and facilitate timely discharge
Lead & support work to reduce waiting times in adult & children's services	10. Support AHPs in implementing GIRFT <u>Further Faster</u> methodology to minimise waiting times across planned care services e.g. Patient initiated follow up (PIFU), opt in methodology, digital self-management, etc
Embed patient & public engagement, health equity and inclusion	11. Consistently collate and act upon patient feedback, service utilisation and demographic data
	12. Work with the new ICB model to identify under-served communities and explore opportunities to effectively engage with them.
	13. Co-design services, interventions and digital tools with all the communities that we serve i.e. 'nothing about me without me'

EMPOWER AND ENGAGE OUR PEOPLE



Priority	OBJECTIVES
Ensure AHPs are recognised, understood and embedded in decision making	14. Develop data dashboards to evidence AHP impact on care quality, safety and productivity
	15. Actively engage with AHP award & recognition opportunities across all professions & bandings
	16. Explore opportunities for multi-professional learning across gesh, Southwest London and beyond, to develop our staff, raise our profile and optimise our versatility and expertise
	17. Review gesh decision-making groups, committees and forums and ensure AHP representation
Support and enable professional development for all AHPs	18. Develop a Support Workforce steering group to identify learning needs and optimise scope of practice
	19. Develop a governance framework for AHP students and optimise placement capacity
	20. Support the development of a multiprofessional preceptorship programme inclusive of AHPs
	21. Create a gesh AHP Careers Toolkit to attract a diverse workforce, support careers conversations, develop all our staff across the four pillars and support equity of opportunity
	22. Support and promote AHP research & innovation and contribute to the gesh research strategy
Review & optimise AHP leadership across gesh	23. Optimise AHP's digital confidence and capability with on-the-job training and support
	24. Review current AHP leadership structures at the sites and across gesh, identifying gaps and opportunities to strengthen our leadership
	25. Support AHPs to enable a positive & inclusive workplace culture, fostering psychological safety, wellbeing and a sense of community & belonging

Implementation Roadmap

Year 1 (2026)

We will work with colleagues and partners to embed proactive neighbourhood care, improve our productivity, optimise our waiting lists and develop our AHP workforce

1

2

Year 2 (2027)

We will embed prevention & early intervention into our care pathways, increase digital capability and foster a positive and inclusive workplace culture

3

Year 3 (2028)

We will co-design our services with under-served communities, support self-management, promote research/innovation and improve our environmental sustainability