

Integration Transformation Empowerment

Improving lives through
integrated, innovative and
evidence-informed practice



**SCOPE HSCP
Strategic Roadmap
2023 – 2026**

Historical Timeline

1948

Medical Social Work (MSW) service introduced. Maureen Murphy was Head Almoner and was later replaced by Mary Kennedy (1977)

1971

Physiotherapy (PT) service commenced with Pam Woods taking up the first Physiotherapist position

1975

Clinical Nutrition (CN) service introduced with Philomena Flood as the first Dietitian



1975

Occupational Therapy (OT) service commenced with Edwina Dunne as the first OT



1986

Speech and Language Therapy (SLT) service introduced with Gina O'Donohue taking up the first SLT position



1997

Seven days of strike action on pay and conditions, which led to the Expert Review and subsequent recommendations on the creation of Clinical Specialist, Manager III & Senior Practitioner (MSW) roles

1999 2001

SCOPE Directorate structure and SCOPE Manager role established

Working Group formed by the five departments to co-operate in negotiations and advocacy with Management. Pressure for this workforce to join Medical and Surgical Directorates was resisted by the Group

2014

HSCP ICT Lead position created in SJH, the first such post in Ireland. Marie Byrne took up this position

2016

SLT was the first department in the hospital to pilot electronic records for EPR with other SCOPE departments following soon afterwards



2016

Mercers Institute of Successful Ageing was officially opened in MISA. For the first time, some SCOPE staff were co-located in shared accommodation

2017

PT team took part in two temporary decants pending the move to the new PT Department in Hospital 4



2017

Home FIRS interdisciplinary frailty team established in the Emergency Department. The team were 2017 winners of the William Stokes Award for Excellence in Interdisciplinary Teamwork, representing the first females and non-medics to win this prestigious award

2017

Members of the SCOPE management team participated in the delivery of QI microsystems coaching for teams



2001 2003 2004 2005 2005 2009 - 2012 2012 2014

OT and PT established the first Therapy-led Clinic in the Plastics speciality

Bernie McNally appointed as the first SCOPE Manager. Competition held to name the Directorate and SCOPE was selected



SCOPE Information Communication Technology (ICT) group established with representatives from all five disciplines

CORU set up under Health and Social Care Professionals (HSCP) Act 2005

Introduction and roll out of first Clinical Specialist (CS) positions in Ireland: CN - Burns, Plastics and Head and Neck Cancer, SLT - Cleft, PT - Medical Respiratory, OT - Burns & Plastics



SCOPE Directorate introduced team-based performance management

SLT team took part in decant for the building of CHI

SCOPE Directorate staff delivered their first SCOPE Grand Rounds presentation



2019 2020 2021 2021 2022 2022 2022

Arising out of a successful micro-systems project, the SCOPE Kindness Committee was established

SCOPE team pivoted at pace to implement telehealth during the Covid-19 pandemic; their achievements led to national recognition



Early Supported Discharge SCOPE Team established to deliver a specialist recovery pathway post stroke



Role of Director for the SCOPE HSCP Directorate created in 2021. Alison Enright was appointed later that year

SCOPE-led Active Recovery Team set up to deliver an outreach recovery pathway; within 12 months, HSE Acute Hospitals funded its expansion to become a *Discharge to Recover and Assess* service, the first such service in Ireland

Two national Irish Cancer Society AHP Research Awards secured by SCOPE staff - Grainne Sheill (PT) and Naomi Algeo (OT) - together with their TCD research partners. Using this opportunity, a HSCP joint clinical/academic appointment model was tested in 2023.



Co-design of the SCOPE Strategic Roadmap 2023 - 2026; almost 400 individual contributions helped inform the Roadmap



Our Vision

is to be trusted healthcare partners and innovation leaders delivering excellent care, every time

front inside cover opens out to reveal timeline

Foreword



I am delighted to support the SCOPe HSCP Strategic Roadmap, which sets out five priorities to support the delivery of St. James's Hospital's Strategic Programme 2021 – 2025. Delivery of the hospital's ambitious strategic programme will advance service design, operational excellence, infrastructural development and the establishment of an academic health sciences centre.

As Ireland's largest teaching hospital, St James's Hospital is a national leader in the delivery of high quality, exceptional care. However, the hospital faces a number of challenges, the most significant of which is that patient demand exceeds capacity. This will require innovative solutions and redesign of existing patient pathways in order to meet that demand.

I have seen first-hand that the SCOPe workforce are leaders in innovation and quality improvement for better outcomes. There are numerous SCOPe examples of pathway redesign which has enabled the team to provide expert care earlier in the patient journey. This, in turn, reduces length of stay and provides earlier access to ambulatory care which delivers better patient outcomes. In many cases, these innovative solutions are first tested in St James's Hospital and later adopted for scale up and spread nationally. Supporting SCOPe services to have even more impact by enabling staff to work to the top of their licenses is a priority for the hospital.

The SCOPe team brings key strengths in areas of improvement science, innovation and research. They are champions in adopting lean methodology with large numbers engaging in lean training and leading lean projects. Furthermore, they recognise the hospital's role as a research hospital and are taking steps to create the necessary structures to foster and embed research at every level in the Directorate. In addition, the team actively furthers the hospital's influencing position by inputting to key national policy, strategy and advisory fora.

I welcome the structure and alignment this Roadmap will bring to advancing SCOPe service delivery in the years ahead and I look forward to continuing to support the Directorate team on this journey.

A handwritten signature in purple ink, appearing to read 'Noel Gorman'.

Noel Gorman
CEO



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Mission

Improving lives through
integrated, innovative and
evidence-informed practice

Introduction



It is a pleasure to share the SCOPE HSCP Strategic Roadmap for the next three years. The document sets out how we plan to deliver on St. James's Hospital's Strategic Programme for our patients, staff, partners and the health services. It represents the vision, mission and values of our team together with the strategic priorities we will implement to optimise the impact of SCOPE HSCP services.

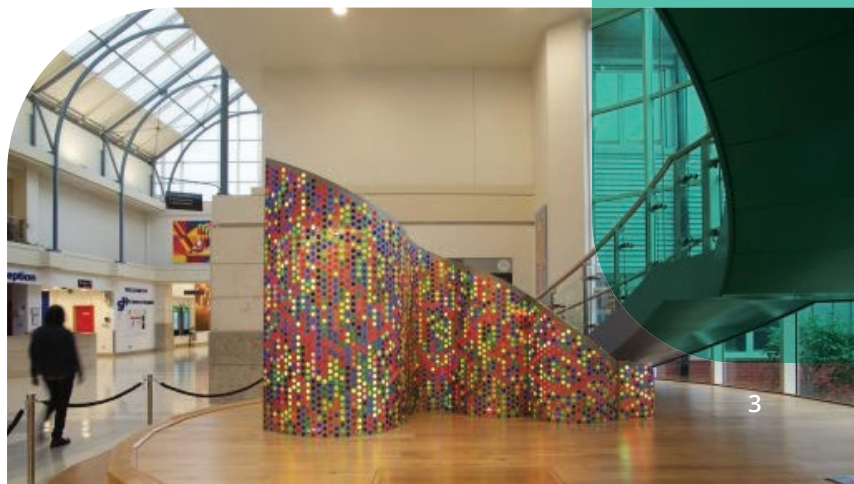
The SCOPE Health and Social Care Professions (HSCP) Directorate represents a subset of five HSCP disciplines in St. James's Hospital (SJH) – Speech and Language Therapy, Social Work, Clinical Nutrition, Occupational Therapy and Physiotherapy. This group of disciplines shares a lot in common. Their expertise is used to support prevention, diagnosis and to promote self-management, recovery and well-being. Their shared skills of clinical leadership, improvement science, research, technology and the ability to integrate services across organisational boundaries underpin their practice. The SCOPE group represents 8% of the clinical workforce in SJH and the team provides care on most clinical pathways.

In 2021, the new role of SCOPE HSCP Director was created to build on the Directorate's solid foundation. This development, together with restructuring at Executive level, has paved the way for SCOPE HSCP to have even more impact and value in SJH. Those opportunities, combined with the publication of the SJH Strategic Programme, signalled a need to refresh and renew the strategic direction of the SCOPE Directorate. To do this, we have come together using the services of an Organisational Psychologist to co-design a SCOPE Strategic Roadmap. We have identified five strategic priorities (pillars) which together with the needs of our partners will guide our annual planning and objective-setting process at Directorate, team and individual level. Almost 400 individual contributions have helped inform the Roadmap.

The role of SCOPE HSCP to lead on better outcomes is sometimes overlooked resulting in missed opportunities to support the transformation of services. I believe that through this clear direction, we will achieve fully integrated SCOPE services. Furthermore, care will be delivered by a team supported to work to the top of their licenses and to challenge the status quo in pursuit of better outcomes. The result will be earlier, more convenient, higher quality, digitally connected care delivered at the lowest level of complexity. St. James's Hospital will be better supported to achieve key outcomes and greater integration will be possible because of our collaborations at service interfaces.

Sincerely,

Alison Enright
Director SCOPE HSCP Directorate



Our Team

The SCOPe HSCP team comprises approximately 300 FTEs and combines expertise including: frontline knowledge and skill; improvement science; research; evaluation and evidence synthesis; leadership; implementation and change management; communications; finance; governance.

Our work is made possible through the commitment of our staff and their continued knowledge and skills development. All staff participate in comprehensive continuing professional development and performance management programmes.



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Our Values



The Process

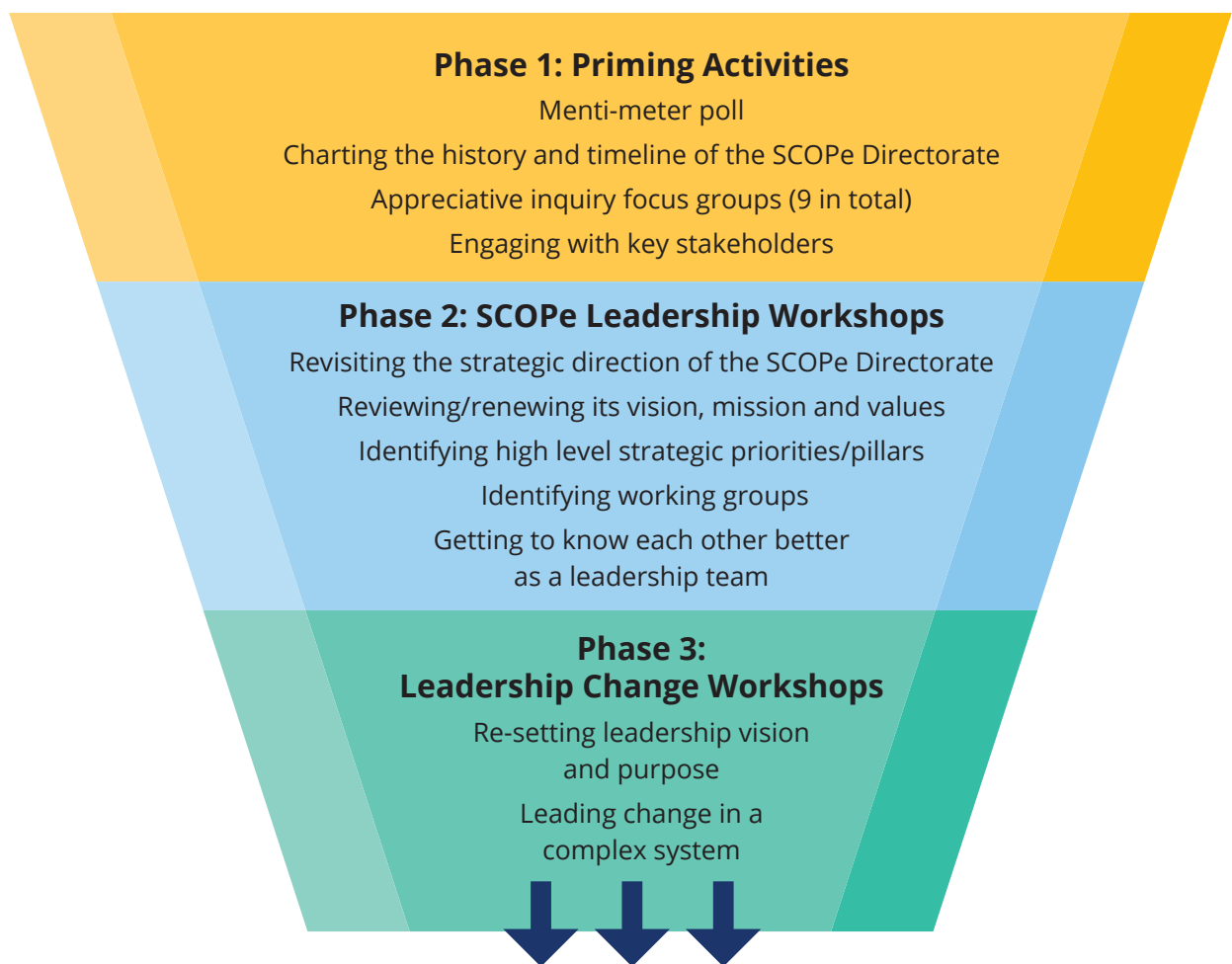


An extensive co-design process involving SCOPE HSCP, senior leadership and wider stakeholders took place between May and November 2022. The process was supported by the services of an Organisational Psychologist and key components used include:

- ▶ Priming activities - menti-meter poll, charting the history and evolution of the SCOPE Directorate
- ▶ Extensive engagement involving world café workshops and appreciative inquiry focus groups
- ▶ Leadership workshops to reset the strategic vision and purpose

Triangulation of almost 400 individual contributions, St. James's Hospital Strategy Programme and national HSCP/wider strategy helped inform the Roadmap.

There was excellent engagement and enthusiasm across all five SCOPE departments as can be seen above in the reflections from frontline staff.



SCOPE HSCP Strategic Roadmap 2023 - 2026

Context

This Strategic Roadmap has been formulated in a time of ongoing challenge, heightened by the legacy of the pandemic. Sláintecare calls for a more efficient and cost effective system where demand on acute hospitals will decrease by shifting provision to primary and community care. Acute hospitals are almost consistently operating at 100% capacity creating risk to patients and staff and demand for services for our ageing population is rapidly increasing. To add to this, services are experiencing challenges as a result of the *great resignation* that followed the Covid-19 pandemic. Attrition rates of up to 25% in services are having a knock-on effect on competency levels within teams and high vacancy rates are leading to service gaps and staff burn out. All of this signals an urgent need to transform how care is delivered into the future.

Looking ahead, it is incumbent on service leaders to create the conditions needed to deliver ambitious change. Investment in digital health has the potential to revolutionise healthcare and assisted living technologies will enable our older population and those with chronic disease to live more independently at home for longer. Empowering workforces to fully use their skills and competencies and to work to the top of their licenses will create greater opportunities for service redesign and innovation where care is seamless and provided at the lowest level of complexity. Better skill mix, from Advanced Practice to non-professional grades will create a much needed opportunity to build workforce capability and capacity. This is a pressing need in the context of a global scarcity of health professionals. Furthermore, developing the structures needed to embed translational research in practice will support the development of evidence-informed models. Central to all of this is the need for better workforce alignment with organisational direction.



Implementation

Implementation of the Roadmap objectives is a fully inclusive process involving SCOPe HSCP leaders, frontline staff and wider stakeholders. The methodology is underpinned by cultures which value all contributions and foster honest feedback and accountability. Lean principles are central to the process. Many actions are designed, planned and implemented by SCOPe Working Committees comprising cross-discipline representation leading to a shared vision and ownership of objectives.

Outcomes Aligned to the SCOPE Mission

Improving lives through integrated, innovative and evidence-informed practice

Patients

- ▶ Patients inform our approaches and processes
- ▶ Patients are increasingly engaged in service design, implementation and evaluation
- ▶ Patients experience improved access to SCOPE services
- ▶ Patients can trust in evidence-informed services which improve their lives

Our team

- ▶ Is empowered through leadership cultures and practices which foster autonomy, belonging and competence
- ▶ Has access to professional training and tools to enable them to fulfill their roles in line with agreed standards
- ▶ Has opportunities for progression
- ▶ Know they are valued and experience the SCOPE Directorate as a fair and attractive place to work
- ▶ Is supported to protect and improve their own health and wellbeing

Organisation

- ▶ Is better supported to achieve optimal outcomes through our clinical leadership, improvement science, research and change management skills
- ▶ Can build SCOPE capacity and capability for better patient and service outcomes
- ▶ Achieves greater integration because of our collaborations at service interfaces

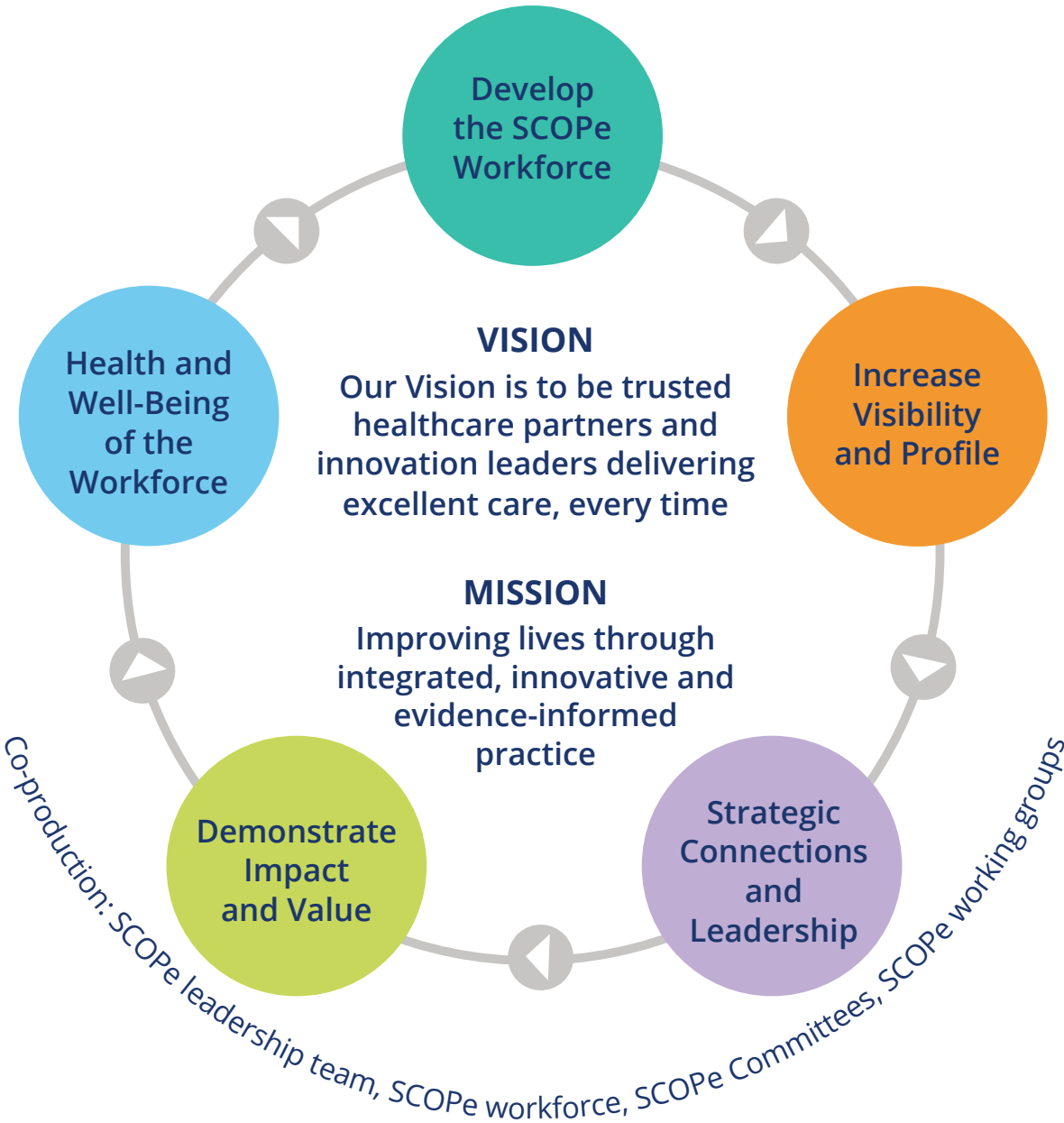


Strategic Priorities

To promote our mission, five Strategic Priorities (Pillars) have been identified which will direct our activities for the lifetime of the Strategic Roadmap.



Successful delivery of the SCOPE HSCP vision is dependent on five pillars



Develop the SCOPE workforce



We will:

- ▶ Develop a coordinated People Plan with an emphasis on attracting, retaining, engaging and valuing our team
- ▶ Invest in developing skills of innovation, audit, research and improvement science for better patient and service outcomes
- ▶ Develop clinical excellence and digital skills in our workforce
- ▶ Establish clear workload /capacity planning guidelines to ensure optimal use of available resources



Demonstrate impact and value

We will:

- ▶ Adopt Lean methods to optimise operational excellence and support SCOPe improvements
- ▶ Review existing SCOPe performance against key indicators and develop and deliver improvements as indicated
- ▶ Develop and implement further measures to better demonstrate and communicate the achievement of KPIs
- ▶ Foster frontline ownership of operational excellence, digital and data management
- ▶ Foster cultures which support clinical redesign amongst frontline clinical leaders



Prioritise health and well-being of the workforce



We will:

- ▶ Refresh the Directorate's kindness and social activities in line with workforce needs
- ▶ Recognise that work and employment are determinants of health and well-being and provide more supports to contribute to the health and well-being of a multi-generational and diverse workforce
- ▶ Deliver professional development including supervision, coaching and performance review to optimise employee engagement and satisfaction
- ▶ Support flexible working arrangements in line with service needs and HR policy



Strategic connections and leadership



We will:

- ▶ Continue to develop and grow strategic relationships locally, regionally, nationally and internationally to support the delivery of services in line with Sláintecare and the HSE Reform agenda
- ▶ Create the leadership and governance structures needed to realise evidence-informed, integrated care
- ▶ Develop a workforce plan which addresses graduate supply for the longer term as well as the judicious use of available resources in the context of ever increasing demand
- ▶ Invest in developing our leaders to equip them with the skills needed to lead world class services



Raise visibility and profile



We will:

- ▶ Clearly communicate our purpose, value and service offer internally and externally to build visibility and profile
- ▶ Engage with patient representatives to better understand their experience of interacting with SCOPe services and apply learnings accordingly
- ▶ Optimise SCOPe clinical leadership representation on SJH groups and national /international groups to ensure SCOPe input to service design, planning, implementation and evaluation of clinical services
- ▶ Lead forward with further development of advanced practice roles for better patient outcomes



SCOPE leadership team



Members of the SCOPE clerical team



By flying together in a v-formation, scientists estimate that a flock of birds can fly about 70% farther with the same amount of energy than if each bird flew alone







Members of the SCOPE HSCP Directorate Team



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