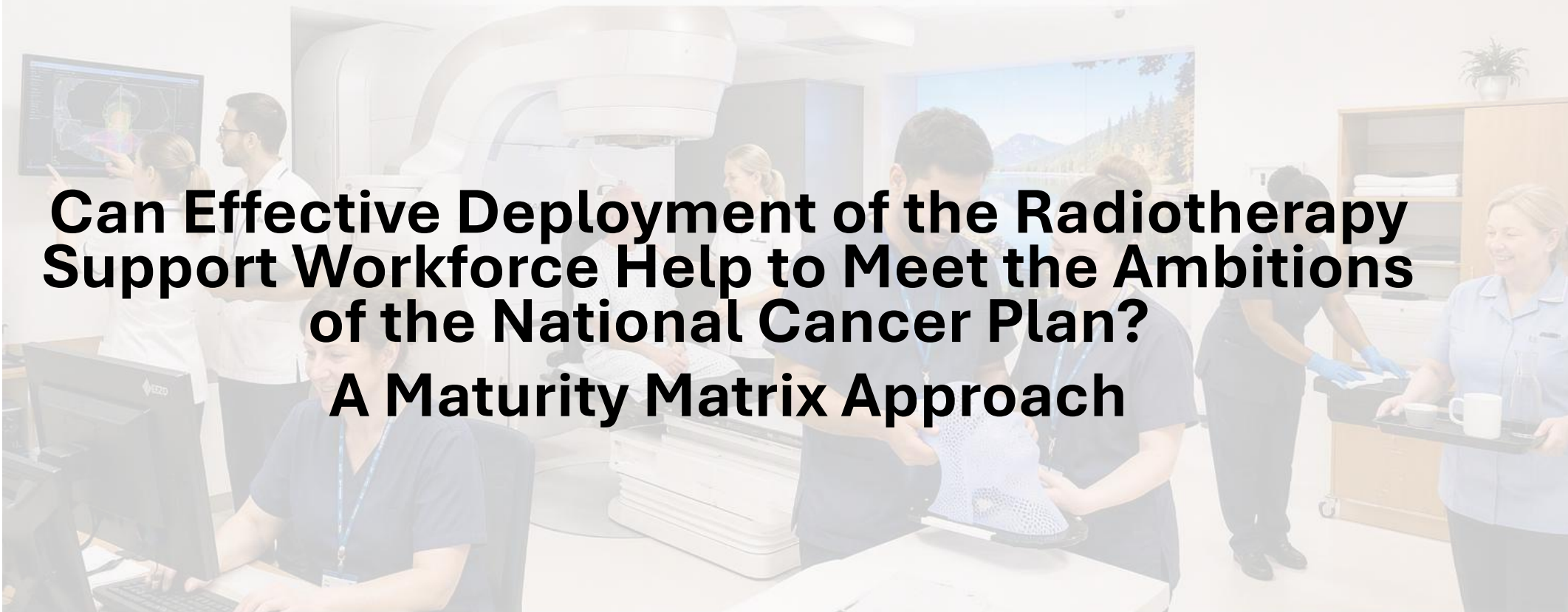




RADIOTHERAPY DEPARTMENT – OUR WORKFORCE TEAM

Working together to deliver exceptional care

Can Effective Deployment of the Radiotherapy Support Workforce Help to Meet the Ambitions of the National Cancer Plan? A Maturity Matrix Approach



THERAPEUTIC RADIOGRAPHERS

Plan and deliver
radiotherapy treatment
safely and accurately



RADIOLOGY PHYSICISTS

Design treatment plans
and ensure technical
accuracy and safety



RADIOLOGY ASSISTANTS

Prepare patients, assist
with treatments and
support the clinical team



RADIOLOGY SUPPORT WORKERS

Manage appointments,
information and data to
keep services running



ADDITIONAL SUPPORT

Maintain a clean, safe
and comfortable environment
and support patient needs



CATERING & WELLBEING SUPPORT

Catering, portering
and wellbeing support
for patients and staff

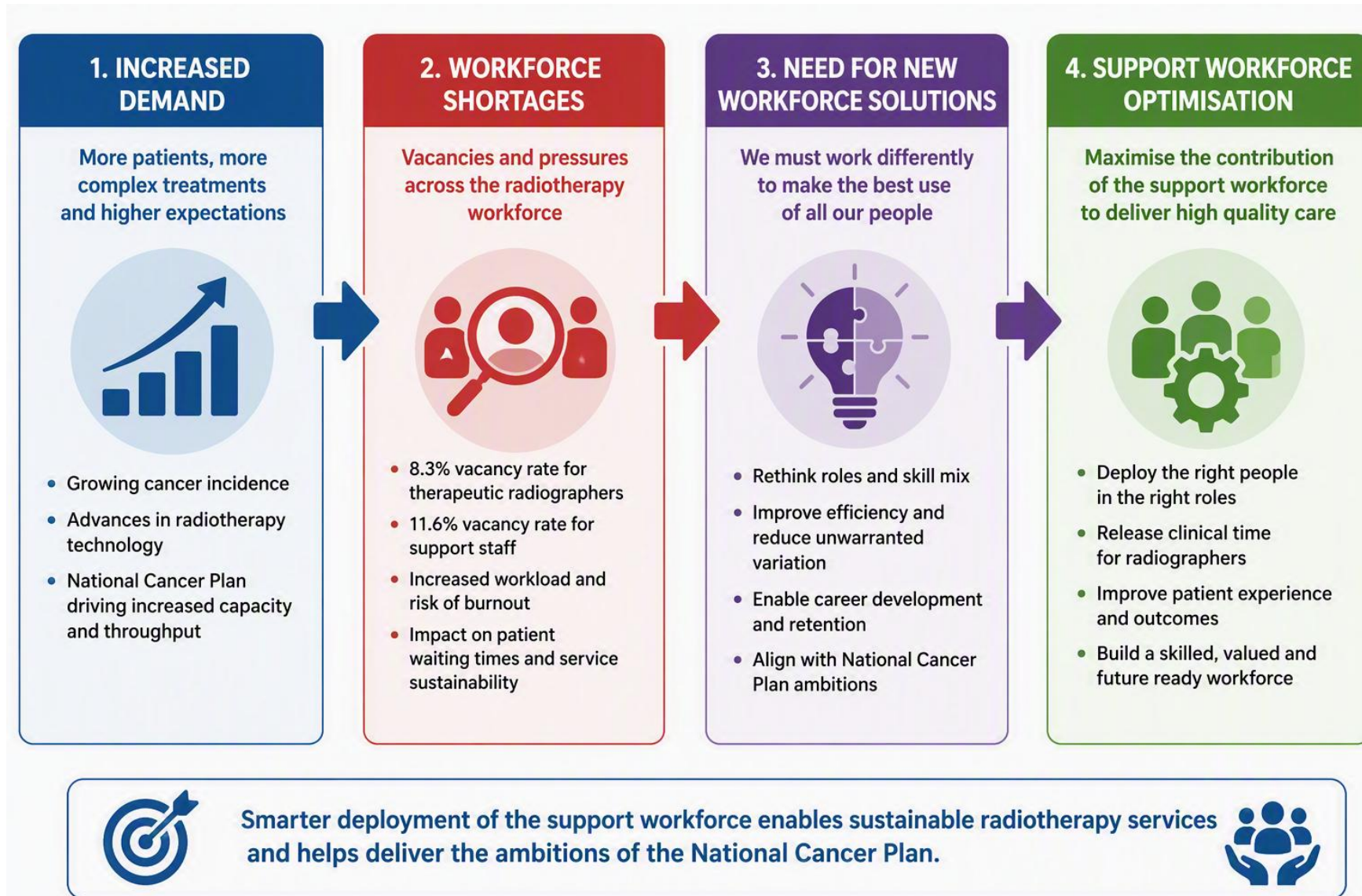
Sarah Etty, Melanie Clarkson, Julie Nightingale



A MULTI-DISCIPLINARY TEAM UNITED BY A SHARED PURPOSE:

Working together for our patients

Workforce Challenges and Service Demand



Workforce Theme 1: Evidence-Based Workforce Planning

Determinant	Importance	Emerging (E)	Developing (D)	Maturing (M)	Thriving (T)	Level E/D/M/T
1.1 Support workforce plans underpinned by national policy, guidance and research evidence	Engagement with published research, guidance and frameworks supports best practice and reduces unwarranted variation, providing evidence for business planning and improving support workforce morale and transferability between Trusts	No/limited awareness of current professional or policy publications related to the support workforce	Working knowledge of professional support workforce resources, e.g. SCoR/HEE guidance on roles and responsibilities and supervision	Understanding of professional support workforce guidance and cross-discipline workforce resources, e.g. HEE AHP Support Worker Competency Framework	Benchmarking against relevant policy and tools (e.g. Model Hospital). Guidance has informed workforce planning and scope of practice review.	
1.2 Public engagement in support workforce service delivery and planning	Engagement with Patient and Public Involvement (PPI) groups (e.g. Patient Advice and Liaison Services – PALS) can offer a different perspective on support workforce priorities and patient engagement across pathways which may be useful in business planning	No public or PALS engagement or mechanism for public awareness of support workforce in imaging service delivery	The role and contribution of support workforce to imaging service delivery promoted (alongside the registered staff) to patients and the public. Initial engagement with PALS.	Understanding of local context and population (informed by PALS) included in support workforce planning, for example opportunity for roles focussed on specific population needs.	Population demographics /context is known (data) and used in planning with regular mechanisms for PPI/PALS engagement (e.g. patient advisory panel, Experts by Experience)	
1.3 SWAP workforce reflective of local population	SWAP workforce reflects local population and supports diversity in the wider imaging workforce. Creates role models in service and wider community, improving recruitment, retention, opportunity and staff morale.	Limited or no understanding of workforce drivers related to Equality, Diversity, Inclusion and Belonging (EDIB)	Initial engagement with community or cultural leaders. Some understanding of significant local EDIB challenges but no action planning	Review of service SWAP workforce profile (age, gender, ethnicity) to include EDIB review of recruitment and progression	Strategic review of staff workforce profile informing recruitment strategies to enable the SWAP workforce to reflect diverse local population	
1.4 Engagement across the organisation	Engaging in support workforce developments across the organisation increases visibility, enabling inclusion of imaging support workforce in relevant multi-disciplinary networks, training, and progression	No strategic involvement or awareness of Trust support workforce networks	Representation on relevant Trust groups relevant to the support workforce including education and planning	Discussions in Trust networks and groups inclusive of imaging support workforce with relevant resources identified	Influence at Trust level including support workforce training, apprenticeships, workforce planning and progression. Engagement at network or system level is evident.	
1.5 Network and System Level Engagement	Network and/or system level engagement highlights innovative support workforce practices and provides opportunities to reduce variance and capitalise on new ways of working, whilst improving clarity of roles and the potential for sharing training and other resources	Support workforce is not included in any regional network or system imaging or AHP discussions	Regional networks focusing on the AHP or imaging-specific support workforce but no review of variations in imaging scope of practice or deployment	Regional scoping of the imaging support workforce deployment, roles, scope of practice and agreement to share learning	Imaging managers engaging with support workforce strategic planning activities in Imaging Networks or AHP Faculties	

Can an adapted Imaging Support Workforce Maturity Matrix be translated for use within radiotherapy services?

Imaging
Matrix

Adaption

Radiotherapy
application



Study Design

Phase 1

- Deep dive within one Radiotherapy ODN.
- Leadership staff completed matrix-based action plans.
- Feedback gathered through:
 - Survey
 - Focus group

Phase 2

- Discussions with service managers.
- ODN manager focus group.
- Ethical approval obtained (ER82321269).

Findings

- **Phase 1**
- **Themes**
 - Terminology and Application
 - Scope of Practice and Standardisation
- **Thoughts**
 - Participants could see the potential value.
 - Language and context required adaptation.
 - Workforce discussions need radiotherapy-specific examples.

Findings

- **Phase 2**

- **Themes**
 - Workforce transformation
 - Scope of Practice and Professional Boundaries
 - Role optimisation
 - Culture, Implementation, and Readiness for Change

Conclusion

- ✓ Improved workforce planning
- ✓ Release therapeutic radiographer capacity
- ✓ Support career development pathways
- ✓ Alignment with Society of Radiographers framework
- ✓ Contribution to National Cancer Plan ambitions