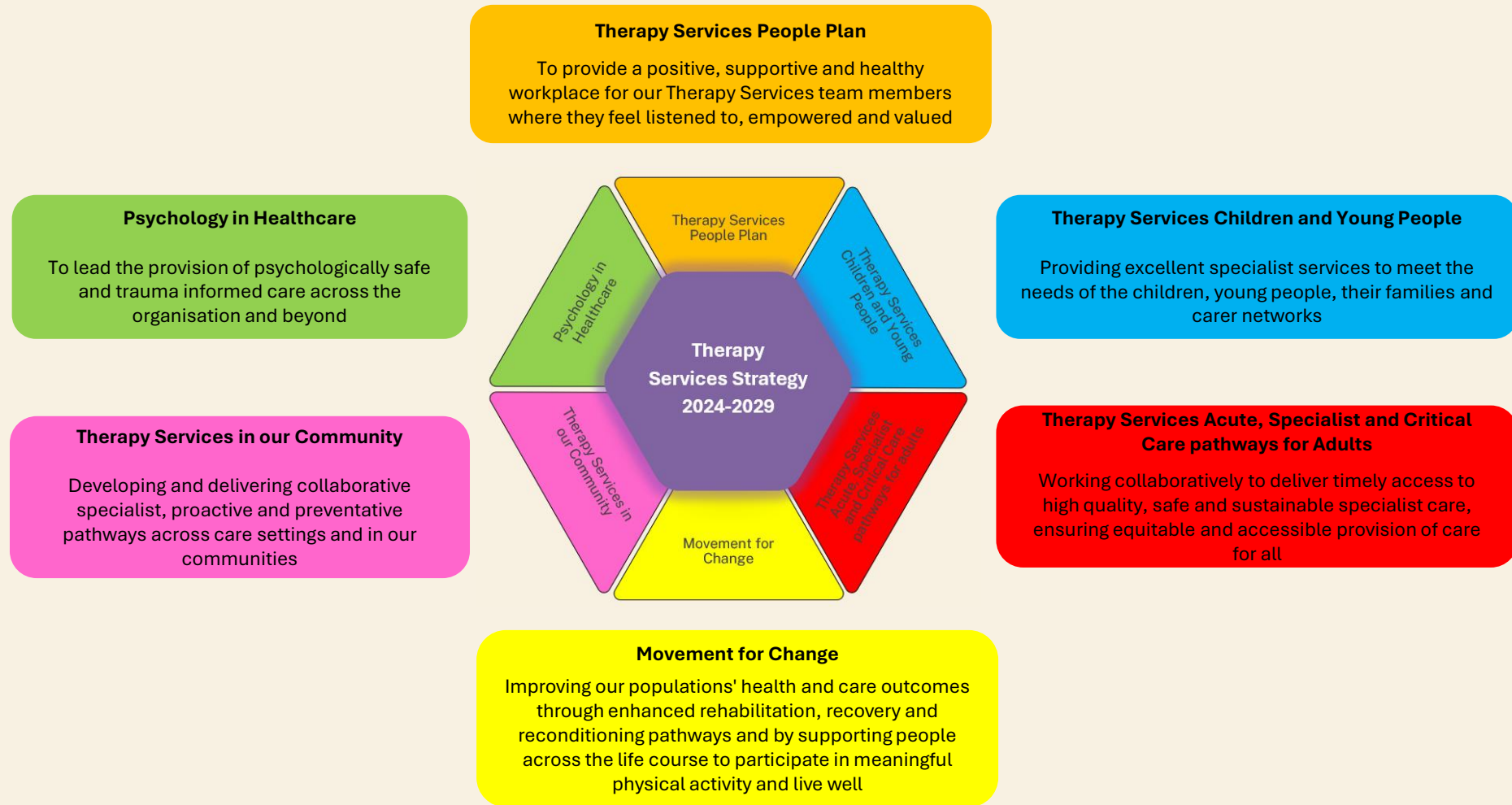


Therapy Services Strategy in Action

Our strategy will focus around 6 priority themes and associated programmes of work



Therapy Services Strategy Group

Therapy Services People Plan

To provide a positive, supportive and healthy workplace for our Therapy Services team members where they feel listened to, empowered and valued

The Therapy Services People Plan is aligned to the Trust People Plan which is centered around four themes of Health and Wellbeing, Behaviours and Civility, Valued and Heard, Leadership and Management.

Aims:

- To ensure all our staff feel valued, heard, included and empowered to raise concerns and speak up
- To ensure we provide a supportive workplace that promotes standardised and equitable health and wellbeing support for all who wish to access it
- To embed clear standards of acceptable and appropriate behaviour and civility towards each other
- To ensure all services have a detailed workforce, education and development plan to expand the knowledge and expertise of our team through shared opportunities, learning and collaboration
- To strengthen links with education, academic and research partners to prioritise a range of initiatives to improve both recruitment & retention and the development of career pathways for all members of the workforce
- To promote effective, efficient and sustainable services by encouraging all staff to consider new ways to deliver services, supported by job plans to understand demand and capacity



Therapy Services Strategy: People Plan

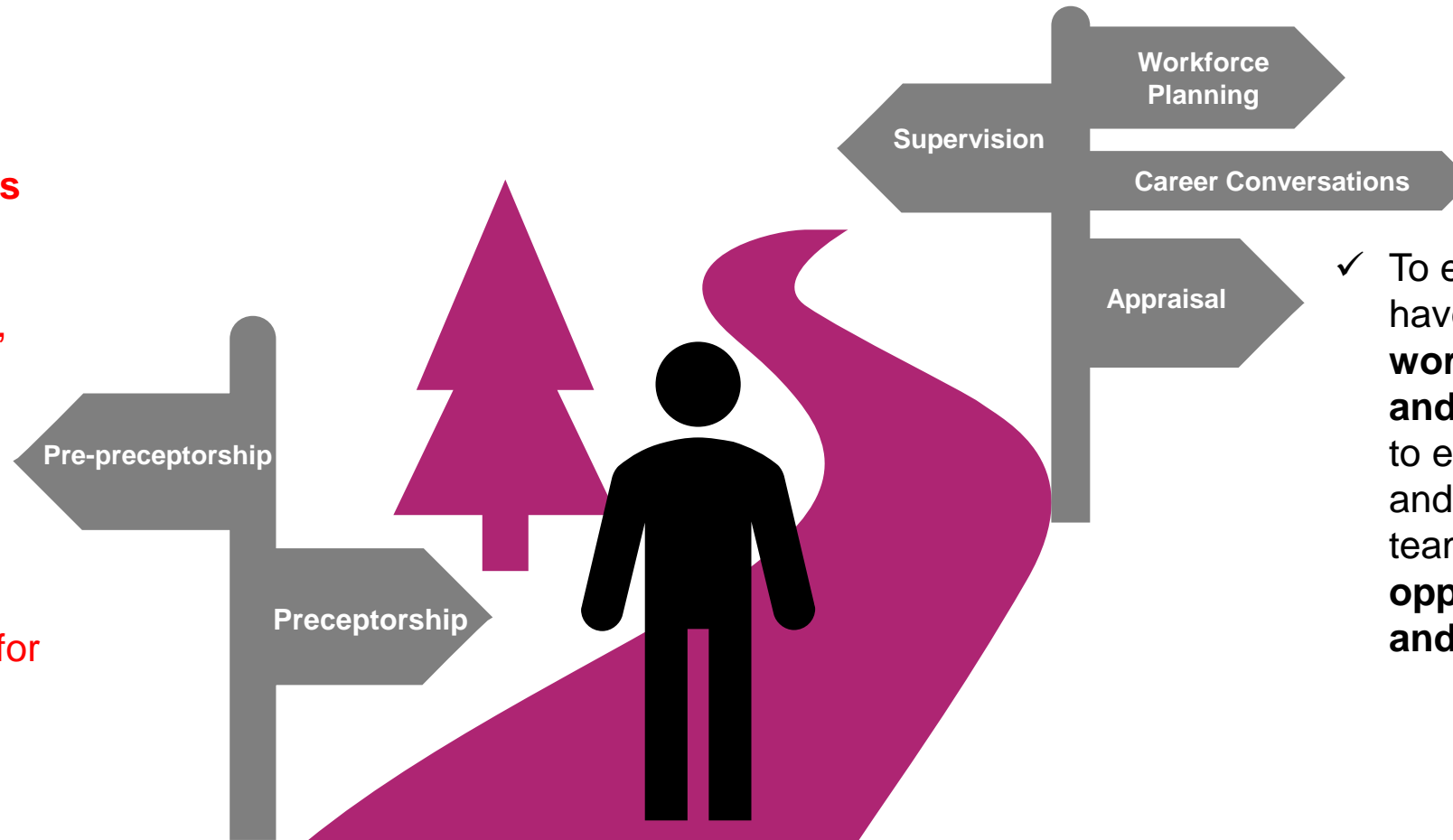
 Pre-preceptorship

 Preceptorship

Emily Gilberg- Education & Practice Development Lead- Therapy Services
June 2025

Early & Later Career Retention & Links to TS People Plan

- ✓ To **strengthen links with education, academic and research partners**, to prioritise a range of initiatives to **improve both recruitment & retention**, and the **development of career pathways**, for all members of the workforce.




- ✓ To ensure all services have a **detailed workforce, education and development plan**, to expand the knowledge and expertise of our team, through **shared opportunities, learning and collaboration**




Healthcare at its best
with people at our heart


Preceptorship Landscape:

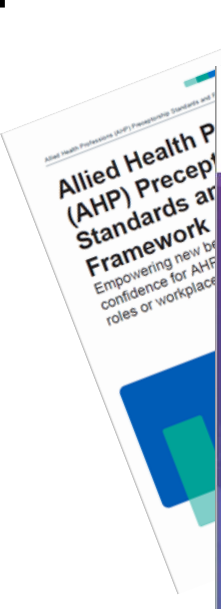


Allied Health Professions (AHP) Pre-preceptorship – supporting transition to the workforce

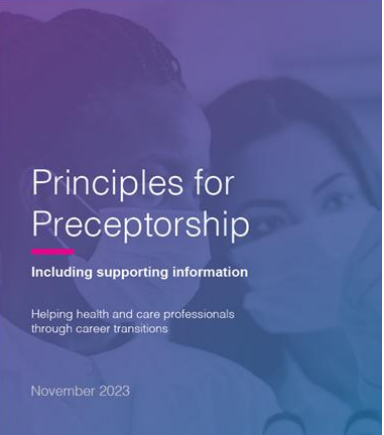


Pre-preceptorship





Empowering new entrants to the workforce with confidence for AHP roles or workplaces




Including supporting information

Helping health and care professionals through career transitions


November 2023

Preceptorship



Foundation Support





North East & North Cumbria ICS
AHP Preceptorship Foundation Support Guidance



The Newcastle upon Tyne Hospitals
NHS Foundation Trust

AHP Foundation Support Webinar

Would you like to know, how to provide developmental and transitional support, across the AHP career pathway?

Explore how this supports retention.

Identify influences on our careers, across the pathway.

Compare different career routes and models.

Develop skills to facilitate a career conversation.

Booking Details:

Dates: 2nd June, 2nd July and 8th August

Time: 13:30-14:30

Venue: MS Teams

Pick one date that suits you.

Email: a.gilbert@nhs.uk to book a place and receive the link.



Healthcare at its best
with people at our heart

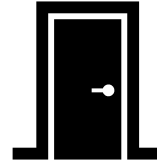
Value and Relevance of Pre-preceptorship and Preceptorship:

Recruitment:



- The quality of trust preceptorship programmes, does **influence new registrant choices of employer.**

Retention:



- A key factor in the national landscape of NMAHP preceptorship is the **retention.**
- **Overall national AHP leaver rates** between January 2020 and July 2023 were **6.5%.**
- **AHP leaver rates within first 2 years** is **10%.**
- National figures also show that up to **11% of AHPs leave their registered profession after 5 years.**

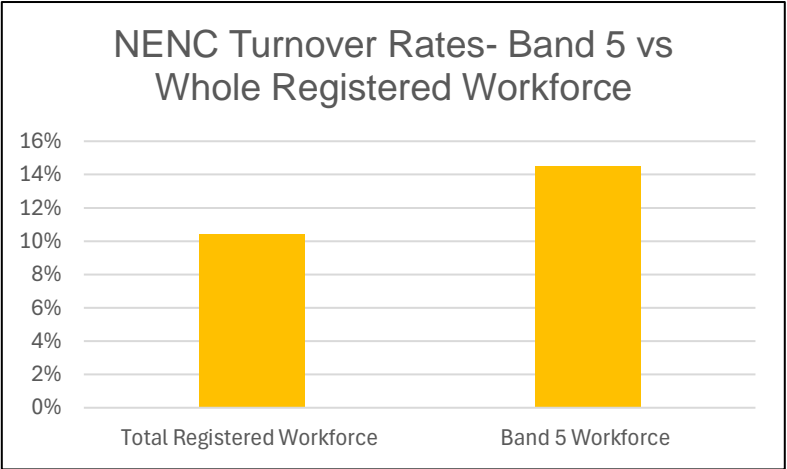
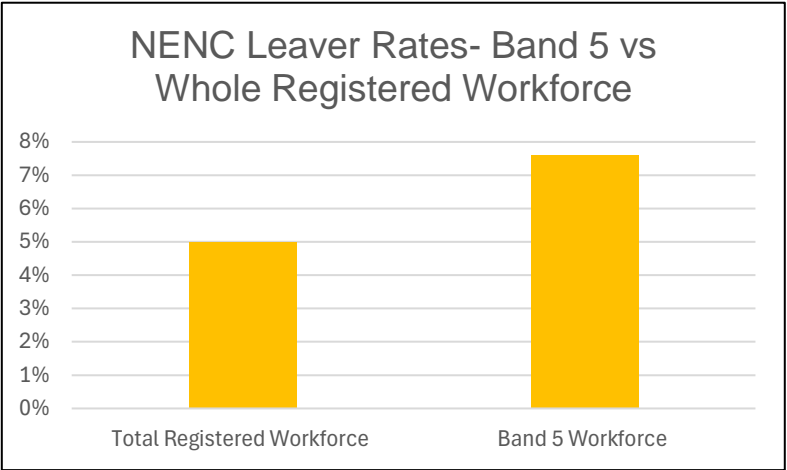
Development & Support:



- Ensuring patients and service users have access to a **confident and competent** TS workforce.
- Building skills **across the pillars of practice.**
- Supporting TS staff in **transitions** across their career pathways.

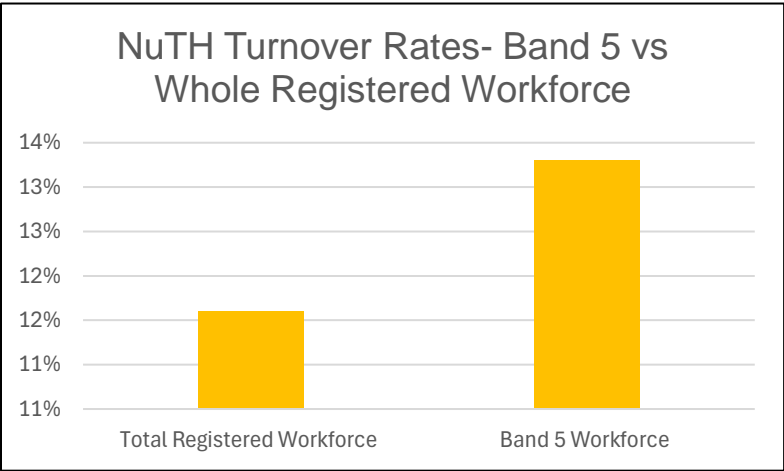
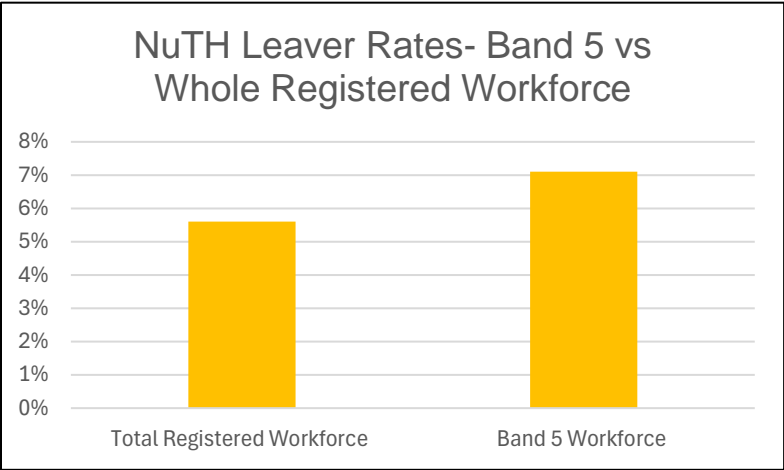
Key System and Organisational Data:

Name of System	NENC (March 2025)			
Metrics / Rates	Leaver (%)		Turnover (%)	
	Total Registered Workforce	5.0%	Total Registered Workforce	9.9%
	Band 5 Workforce	7.3%	Band 5 Workforce	14.0%



Key System and Organisational Data:

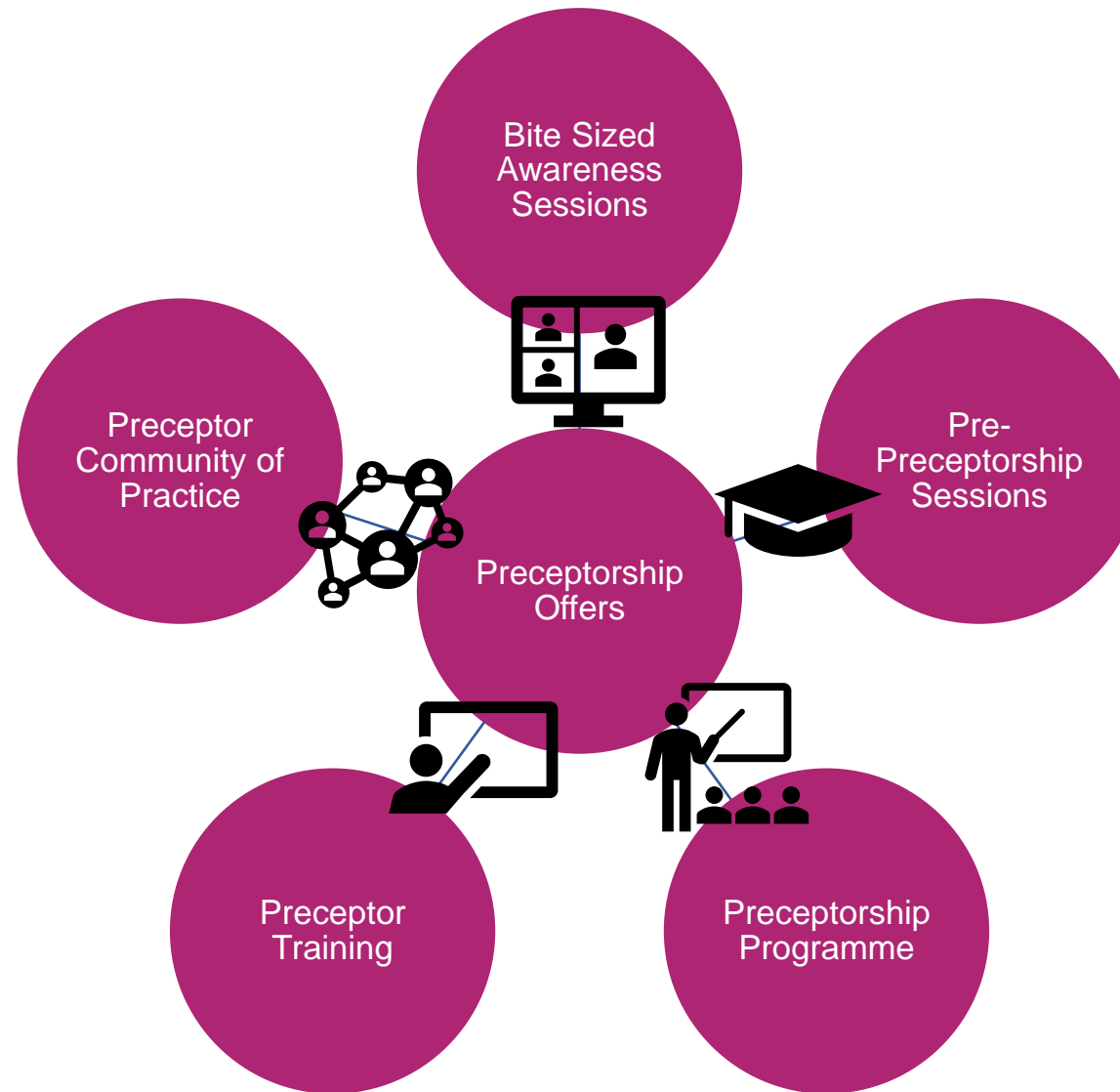
Name of Organisation	The Newcastle upon Tyne Hospitals (March 2025)			
Metrics / Rates	Leaver (%)		Turnover (%)	
	Total Registered Workforce	5.3%	Total Registered Workforce	11.3%
	Band 5 Workforce	7.2%	Band 5 Workforce	13.4%



NMAHP Preceptorship at Newcastle upon Tyne Hospitals...



The Newcastle upon Tyne Hospitals
NHS Foundation Trust



Healthcare at its best
with people at our heart



Bite-Sized Preceptorship Awareness Sessions:

- To promote preceptorship across all professions.
- Provide updates and answer any questions on preceptorship.
- Open to all staff and students, who want to find out more about preceptorship.

11th September 13:30-14:00

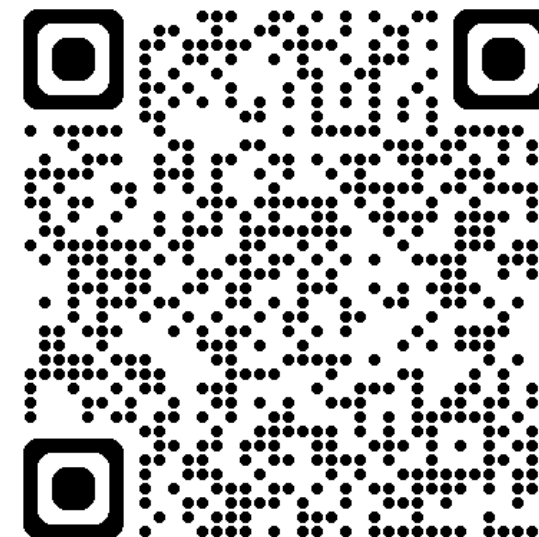
[Join Meeting](#)

1st December 13:30-14:00

[Join Meeting](#)

A Recording is also available online via the Learning Lab:

[Bite-Sized Session Recording](#)





Pre-Preceptorship Sessions:

- Initially started as an offer for 3rd year AHP learners.
- Now an **NMAHP offer for 1st, 2nd and 3rd year learners.**
- **1st and 2nd year sessions, are drop-in sessions**, and are delivered during the **Student Voice**, run regularly by the Practice Education Team.
 - These sessions offer **an introduction to preceptorship**, and what to expect from our trust offer.
- The **3rd year sessions** are delivered over 2 hours and cover:
 - **Transition and Wellbeing**
 - **Raising Concerns**
 - **HCPC / NMC Registration and Job Applications / Interview Preparation**
- Information on these sessions, is shared by the Practice Education Team, and they coordinate bookings- nuth.practiceplacementfacilitators@nhs.net

Preceptorship Programme

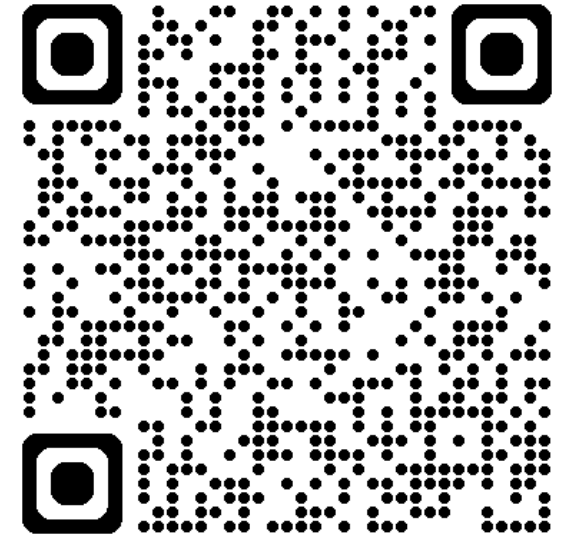


NMAHP Preceptorship Programme:

- **In-person programme**, for newly registered, or newly transitioned NMAHPs.
- Cohorts starting **throughout the year**.
- Continuing to **monitor engagement** across professions.

Booking via Learning Lab:

[Preceptorship Programme Booking- Learning Lab](#)



Preceptor Training- for NEW PRECEPTORS

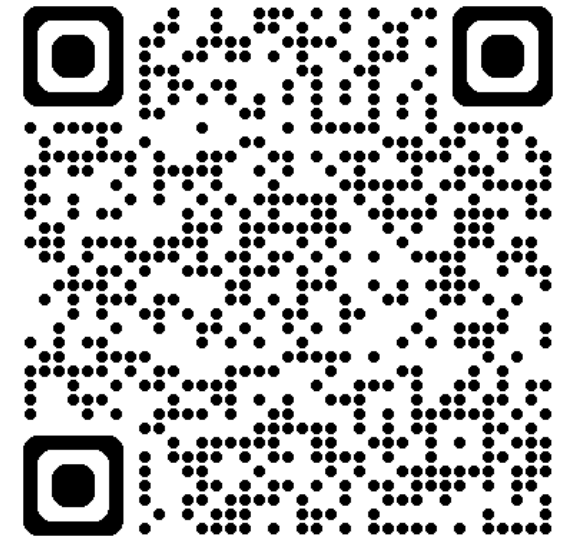


Preceptor Training- for New Preceptors

- An initial **face to face training offer**, to prepare NMAHP staff taking on the role, of supporting a new registrant.
- 2 hours and 45-minute session between 13:15 and 16:00.
 - 29th April- RVI
 - 30th July- FRH
 - 8th December- RVI

Booking via Learning Lab:

[Preceptor Training Booking- Learning Lab](#)



Preceptor Training- for ESTABLISHED PRECEPTORS

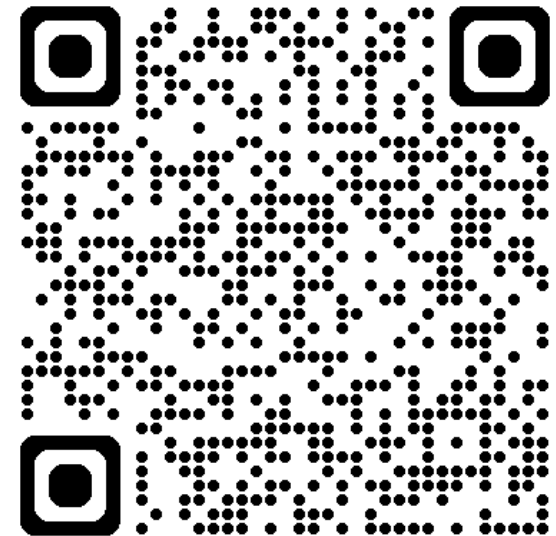


Preceptor Training- Online refresher

- A **1-hour online refresher training** session, open to all established NMAHP preceptors, who want to update / refresh their knowledge.
- 17th June or 9th Oct

Booking via Learning Lab:

[Preceptor Training Refresher-Learning Lab](#)



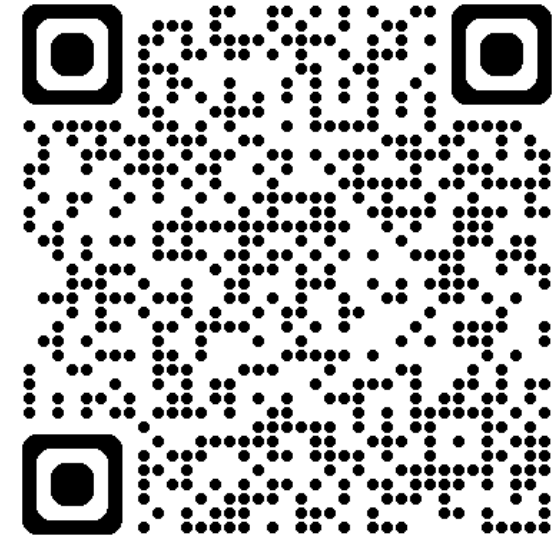
Preceptor Community of Practice



Preceptor Community of Practice:

- **A networking and CPD offer** for all NMAHP Preceptors.
- Updates provided, followed by a CPD topic / focus.

Various dates and topics available. See learning lab for details and to book.- [Preceptor Community of Practice- Learning Lab](#)



Therapy Services Strategy in Action

Our strategy will focus around 6 priority themes and associated programmes of work



Therapy Services Strategy Group

Therapy Services People Plan

To provide a positive, supportive and healthy workplace for our Therapy Services team members where they feel listened to, empowered and valued

The Therapy Services People Plan is aligned to the Trust People Plan which is centered around four themes of Health and Wellbeing, Behaviours and Civility, Valued and Heard, Leadership and Management.

Aims:

- To ensure all our staff feel valued, heard, included and empowered to raise concerns and speak up
- To ensure we provide a supportive workplace that promotes standardised and equitable health and wellbeing support for all who wish to access it
- To embed clear standards of acceptable and appropriate behaviour and civility towards each other
- To ensure all services have a detailed workforce, education and development plan to expand the knowledge and expertise of our team through shared opportunities, learning and collaboration
- To strengthen links with education, academic and research partners to prioritise a range of initiatives to improve both recruitment & retention and the development of career pathways for all members of the workforce
- To promote effective, efficient and sustainable services by encouraging all staff to consider new ways to deliver services, supported by job plans to understand demand and capacity



New Employee Onboarding Process

Vic Mitchinson and Laura Hodgson





New Employee Onboarding Process



To develop the Onboarding process for all staff joining Physio or MTR services so that staff feel prepared, valued and welcomed to the department

Purpose/Aim

To ensure our on-boarding process across the department is consistent and of a high standard.

To ensure that all staff joining our department are welcomed, given appropriate and accurate information and have a positive experience.

Rationale

Feedback over the last 7 months from new staff members has indicated that they feel let down by the starting process. They have reported to feel unsure of which team they are in, unsure of where to go and who to contact on their first day and that their first impression of the department isn't positive.

Local induction completion on the HR e-portal has often been below the expected Trust standard.



Standardised welcome email and Department induction document sent from Operational Leads once start date received



New Starters are given admin team contact to request uniform



New starter attends Trust induction

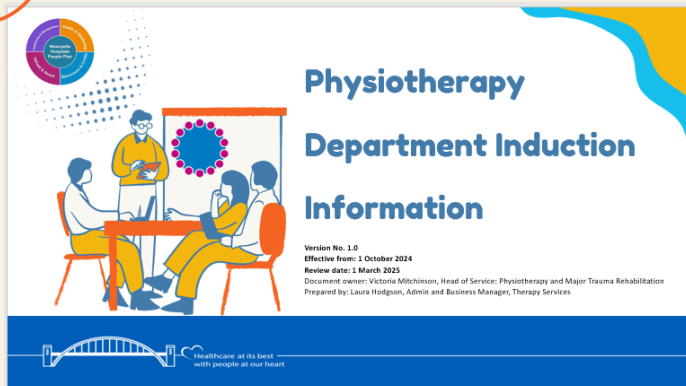


Local induction with line manager completed on first day with team and is recorded on HR portal



New starter invited to attend new starter meeting with Head of Service

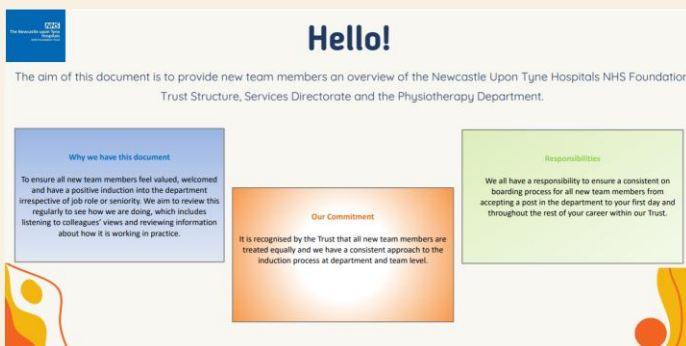




Physiotherapy Department Induction Information

Version No. 1.0
Effective from: 1 October 2024
Review date: 1 March 2025
Document owner: Victoria Mitchinson, Head of Service: Physiotherapy and Major Trauma Rehabilitation
Prepared by: Laura Hodgson, Admin and Business Manager, Therapy Services

Healthcare at its best
with people at our heart



Hello!

The aim of this document is to provide new team members an overview of the Newcastle Upon Tyne Hospitals NHS Foundation Trust Structure, Services Directorate and the Physiotherapy Department.

Why we have this document

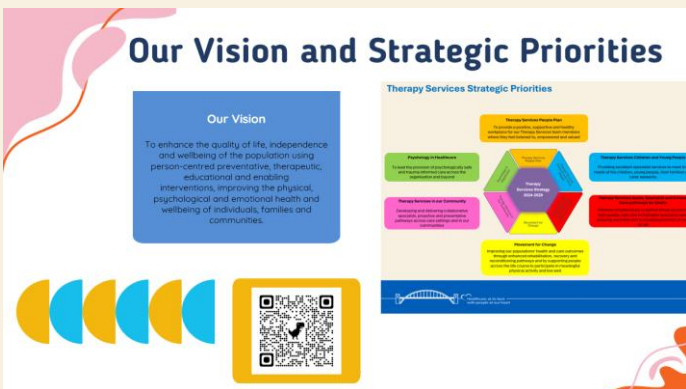
To ensure all new team members feel valued, welcomed and have a positive induction into the department irrespective of job role or seniority. We aim to review this regularly to see how we are doing, which includes listening to colleagues' views and reviewing information about how it is working in practice.

Our Commitment

It is recognised by the Trust that all new team members are treated equally and we have a consistent approach to the induction process at department and team level.

Responsibilities

We all have a responsibility to ensure a consistent onboarding process for all new team members from accepting a post in the department to your first day and throughout the rest of your career within our Trust.



Our Vision and Strategic Priorities

Our Vision

To enhance the quality of life, independence and wellbeing of the population using person-centred preventative, therapeutic, educational and enabling interventions, improving the physical, psychological and emotional health and wellbeing of individuals, families and communities.

Therapy Services Strategic Priorities

Enhance Services Impact
To ensure the Trust's services are visible, accessible and impactful, we will focus on the following priorities:

- **Prevention and Early Intervention**
To ensure the Trust's services are visible, accessible and impactful, we will focus on the following priorities:
- **Person-centred Care and Community**
To ensure the Trust's services are visible, accessible and impactful, we will focus on the following priorities:
- **Partnership for Impact**
To ensure the Trust's services are visible, accessible and impactful, we will focus on the following priorities:

Operational Lead/ Admin&Business Manager (Please Delete)

Dear (enter name here),

Congratulations on securing a position at The Newcastle Upon Tyne Hospitals Trust and welcome to the Physiotherapy department.

You will start on (Enter start date) and will be based within the (enter team) team at the (enter hospital) hospital.

Your line manager will be (Enter named senior) and your operational lead will be (enter name). I would encourage you to contact (enter name) ahead of your start date on (enter email address), to discuss working patterns, start times and area specific logistics. Can I please ask that you also let them know at this point if you have any upcoming holidays booked so that annual leave arrangements can be discussed.

Your first week will be designated to the trust induction program and mandatory training. You will be contacted directly about this and given a detailed programme. There are often periods of unscheduled time within this week where you can arrange with your line manager to spend time within your working area and meet the team. Within your unscheduled time it may be worth enquiring with your line manager about mask fit testing which is not part of the trust induction but can be booked separately to ensure you have a date secured in the near future.

Trust uniform can be ordered by emailing the Physiotherapy Staff Mailbox - nuth.physiostaffadmin@nhs.net and the trust uniform policy can be found within the induction booklet. Please can you highlight in your email whether you are a CSP member or not to allow the correct uniform to be issued. Please Note, you will receive instructions from HR to contact the sewing room directly for your uniform however this is not the process for AHP staff therefore please disregard this.

I have also attached an induction booklet as additional information to help welcome you into the department.

I hold new starter meetings with all staff every month. The next date is is (ENTER DATE) and you will receive an email invite for this.

Please do not hesitate to contact myself or your immediate line manager should you have any additional questions or concerns. We look forward to you starting.

Kind regards

V Mitchinson

Victoria Mitchinson

Head of Physiotherapy

Operational Lead/ Admin&Business Manager (Please Delete)

Introduction to the Physiotherapy Department

Led by the Head of Service for Physiotherapy, Victoria Mitchinson, the department comprises of over 350 team members working with children, young people and adults. Victoria is also the Head of Service for Major Trauma Rehabilitation.

Our contribution, as highly specialised professionals, is delivered through our shared vision of achieving local excellence and global reach through compassionate and innovative healthcare, education and research.

The department is made up of six Physiotherapy Operational Divisions (PODs), Tyneside Integrated Musculoskeletal Service (TIMS) and Administration Teams.

Our Vision

To help support patients to get the right care, in the right place at right time.

Our Staff work collaboratively to improve, innovate and work together to enhance the quality of life, independence and wellbeing of the population through high quality person-centred therapeutic and enabling interventions.

We use our unique skills to improve the physical and health and wellbeing needs of individuals and work collaboratively supporting integrated pathways across the acute and community settings in Newcastle supporting services across the region.

Our Aspiration

To develop Newcastle Physiotherapy services locally, nationally and internationally as a centre for excellence for allied health professional leadership, education, clinical practice and academic research.

Physiotherapy Leadership Team

- Catherine Turner - Operational Lead Critical Care, Surgery and Amputee Physio
- Claudia Lowes - Operational Lead Neuro and Inpatient Stroke Services
- Jennifer Glennie - Operational Lead Medicine (Respiratory and Rehab) Older People's Medicine and NCCC
- Laura McNeill - Operational Lead Domiciliary and Community Rehab and Respiratory Services
- Lucy Wheeler - Operational Lead Musculoskeletal, Pelvic Health, Plastics and Haemophilia
- Stephanie Graham - Operational Lead Neonates, Children and Young People
- Karen Storey - TIMS Operational Manager
- Laura Hodgson - Admin and Business Manager

Dress and Appearance

Please click on the link below to read the Trust standards and uniform policy.

[Dress, Appearance and Uniform Policy](#)



New Starter Process

Your first week – Trust and Local Inductions

The Trust induction is carried out over your first week and the duration of it is dependent on your role. There is an expectation in this first week you will spend time with your new team. You will be provided with a contact name and number and an identified place to meet for this time.

A local induction is specific to the site or clinical team you are working with and will be carried out on the first day with your team.

New starter meeting

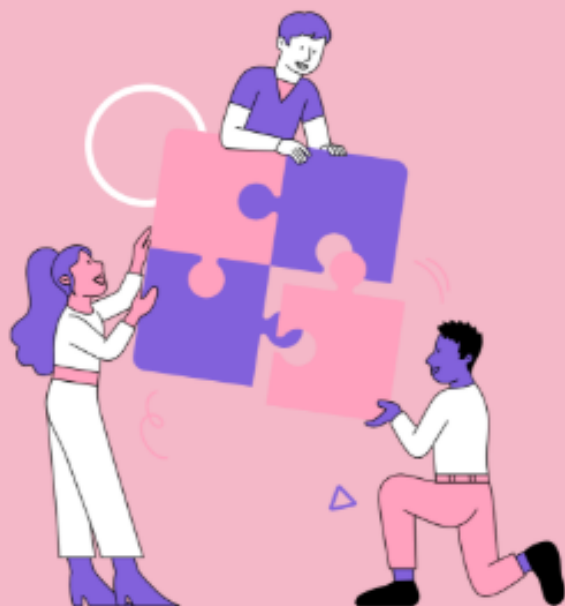
You will be invited to meet with the Head of Physiotherapy within six weeks of your start date. The aim of this is to get to know you and meet with other new starters in an informal setting. Your Operational lead will provide the date of the new starter meeting as the welcome email. The Admin Team Lead will send electronic diary invite to staff members.

Probation period

The Trust probation period usually lasts six months and is an opportunity for new team members and their line manager to agree objectives to be achieved. This should be reviewed on a regular basis usually monthly, and progress formally reviewed at three months. The probation policy can be accessed through the link below on the Trust intranet. This can be accessed once you have commenced employment.

Fit Mask Testing

It is mandatory for all team members to have two pre-employment fit mask tests. All new staff must have their equipment masks tested and fitted every two years. All new staff must be booked in to a Trust fit mask testing session during their first week.



Monthly Review of data via
Power BI reporting hub:

- o Local induction
- o Probation period



6 Monthly feedback from
new staff joining the
department



6 Monthly feedback
from recruiting
Managers within the
department



6 Monthly audit of the following
standards:

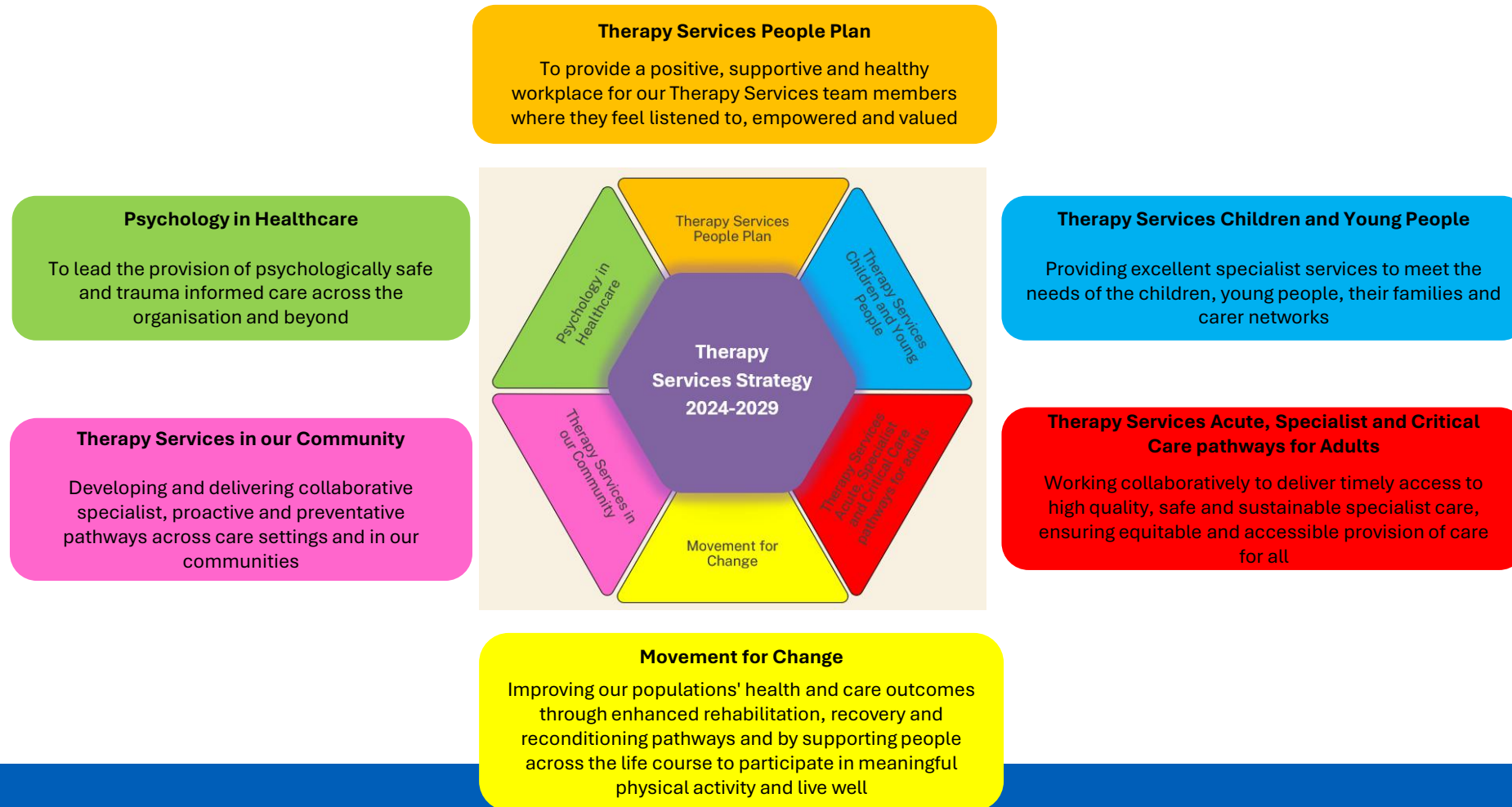
- o All new starters will receive a welcome email from Operational lead
- o All new starters will receive a Departmental Induction booklet
- o All new starters will be invited to attend the New Starter meeting with Head of Service

Any Questions?



Therapy Services Strategy in Action

Our strategy will focus around 6 priority themes and associated programmes of work



Therapy Services Strategy Group

Therapy Services People Plan

To provide a positive, supportive and healthy workplace for our Therapy Services team members where they feel listened to, empowered and valued

The Therapy Services People Plan is aligned to the Trust People Plan which is centered around four themes of Health and Wellbeing, Behaviours and Civility, Valued and Heard, Leadership and Management.

Aims:

- To ensure all our staff feel valued, heard, included and empowered to raise concerns and speak up
- To ensure we provide a supportive workplace that promotes standardised and equitable health and wellbeing support for all who wish to access it
- To embed clear standards of acceptable and appropriate behaviour and civility towards each other
- To ensure all services have a detailed workforce, education and development plan to expand the knowledge and expertise of our team through shared opportunities, learning and collaboration
- To strengthen links with education, academic and research partners to prioritise a range of initiatives to improve both recruitment & retention and the development of career pathways for all members of the workforce
- To promote effective, efficient and sustainable services by encouraging all staff to consider new ways to deliver services, supported by job plans to understand demand and capacity



Healthcare at its best
with people at our heart



Healthcare at its best
with people at our heart

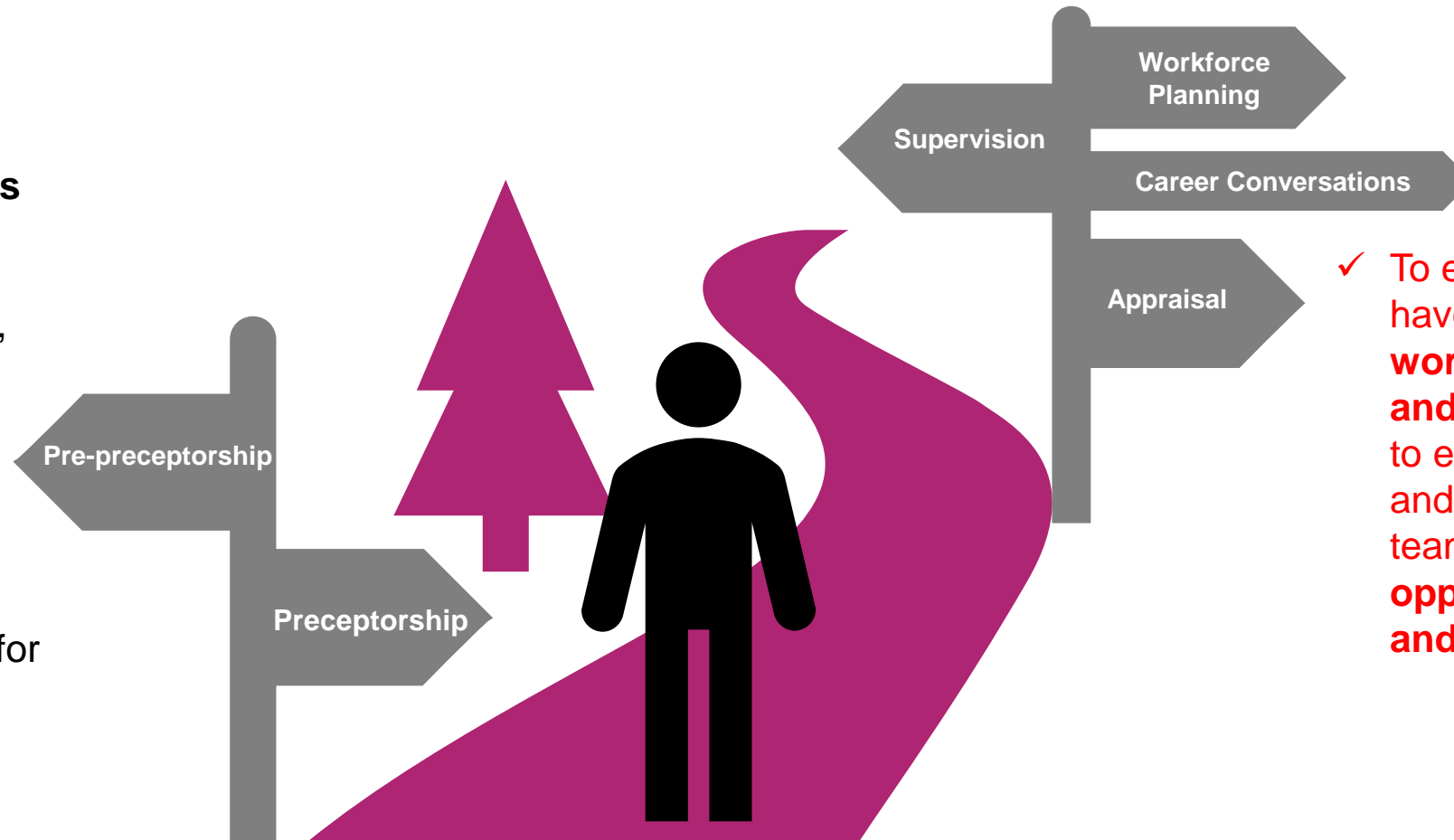
Therapy Services Supervision Framework

Gemma James



Early & Later Career Retention & Links to TS People Plan

- ✓ To strengthen links with education, academic and research partners, to prioritise a range of initiatives to **improve both recruitment & retention**, and the **development of career pathways**, for all members of the workforce.



- ✓ To ensure all services have a **detailed workforce, education and development plan**, to expand the knowledge and expertise of our team, through **shared opportunities, learning and collaboration**



National and Local Drivers



Guidance from Health Care Professions Council (HCPC) and AHP Professional Bodies



Trust People Plan acknowledging that staff well-being and development is a priority



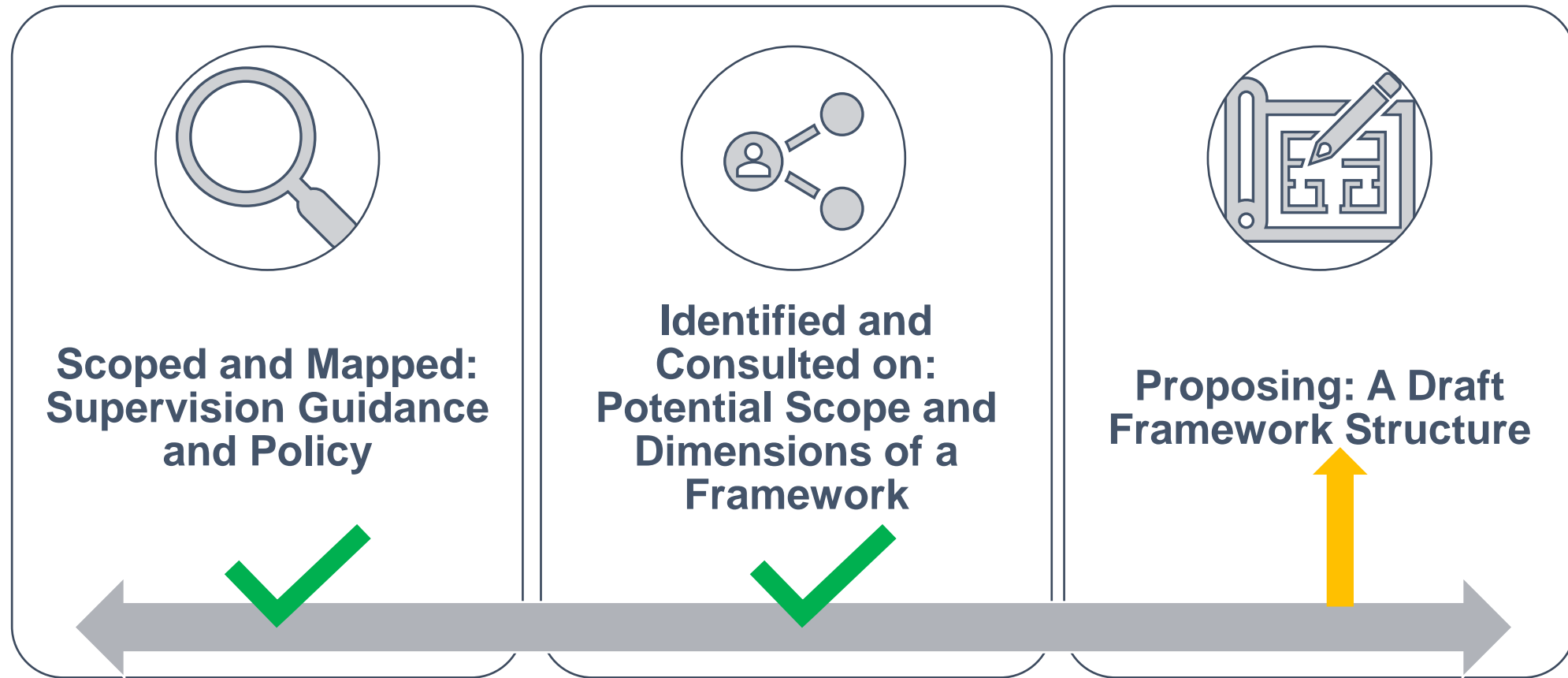
Standardisation of approach across Therapy Services to promote equity



Workforce requesting support and training in application of supervision



Re-cap of activity so far...



Proposed Structure / Defined Sections:



Introduction, Background and Context



Defining Supervision



Supervision Models and Approaches



Framework Steps / Implementing Supervision



Training and Support

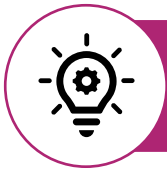


Supervision Maturity Tool



Toolkit





Introduction, Background and Context

- Background to development of the supervision framework.
- Purpose of the framework.
- Why supervision is so important.
- Use of the framework.
- Overall vision for the framework.

“A collective agreement / commitment between Therapy Services and the workforce, to enable appropriate, timely and supportive supervision conversations, to take place”



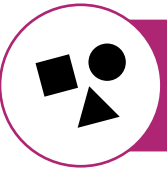


Definitions

- Overarching definition of supervision.
- Define the roles and responsibilities involved in the delivery of supervision, e.g. supervisee, supervisor and line manager.
- Define supervision formats- 1-1, peer, group and live.

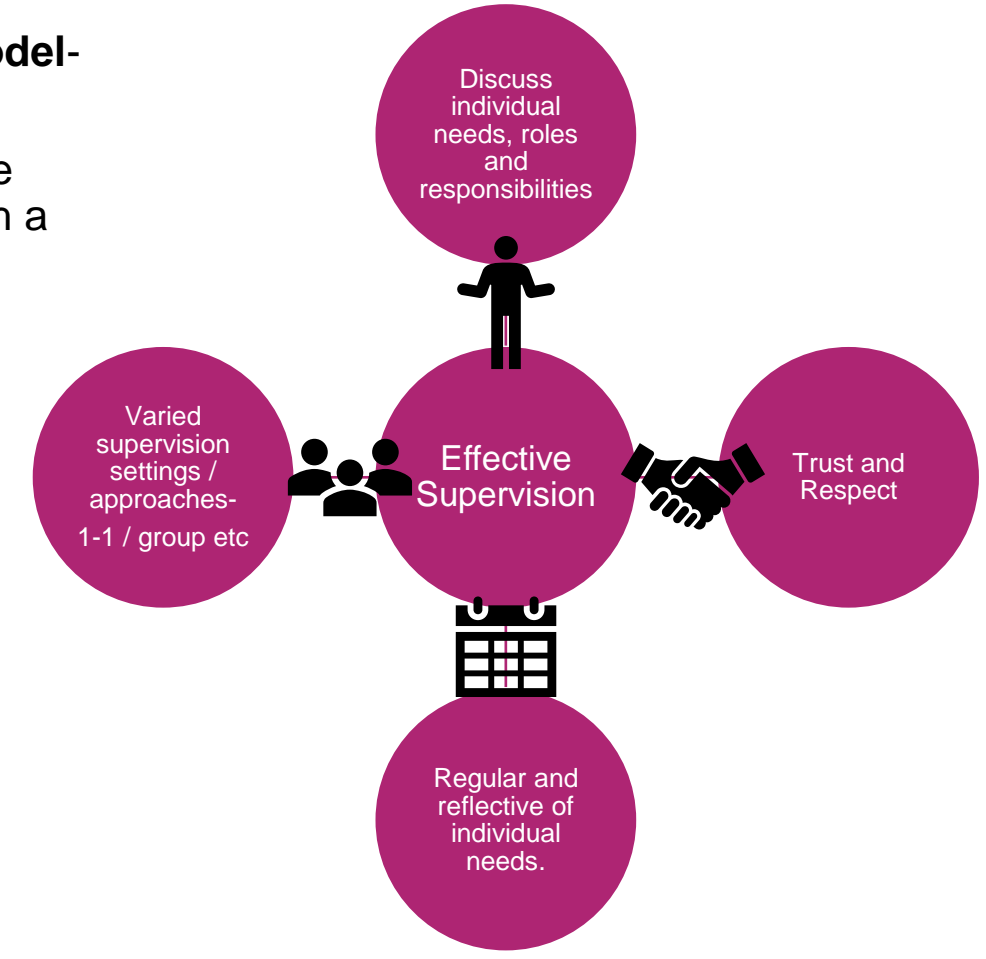
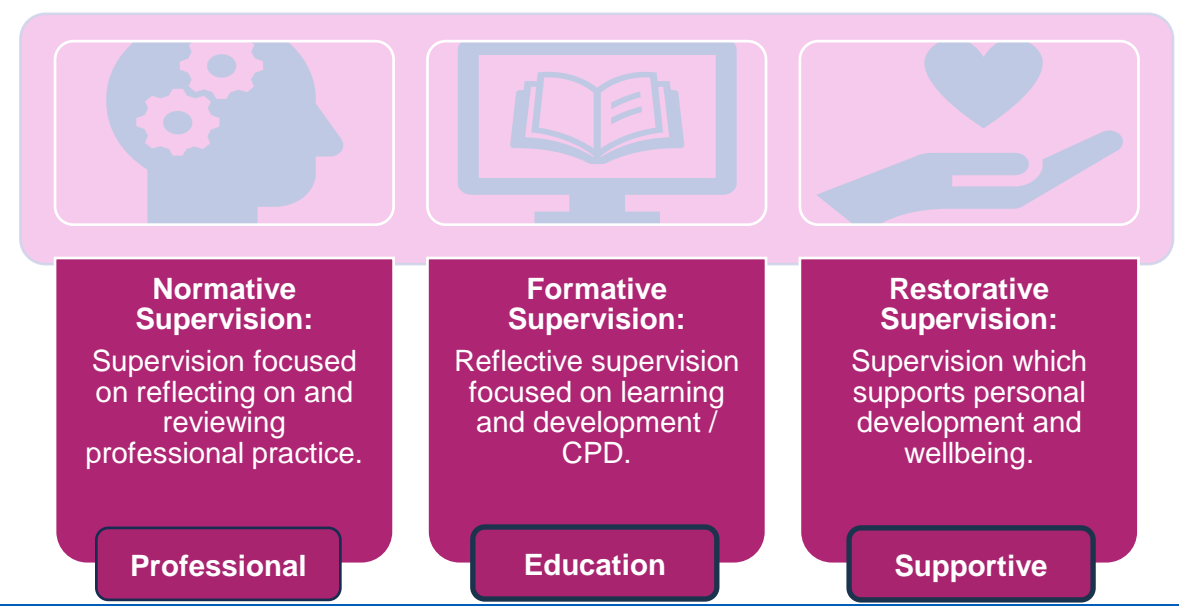
“Supervision is a process of professional learning and development, that enables individuals to reflect on and develop their knowledge, skills, and competence, through agreed and regular support with another professional”





Models and Approaches

- Define approaches to supervision within- **Proctors Clinical Supervision Model**- normative, formative and restorative.
- Use of approaches should be **flexible and proportionate** to the needs of the supervisee. Exploring **clinical, operational and professional agendas**, with a focus on **staff wellbeing**.
- Explore characteristics of **effective supervision**





Framework Steps / Implementing Supervision

- A detailed list of **requirements, for supervision culture and processes**, including practical examples on how to achieve / embed each one.

Cultural Requirements



Raising awareness



Promoting the value



Engagement



Training

Process requirements



Identifying a supervisor



Having a supervision contract



Having an agenda



Session frequency



Recording Supervision

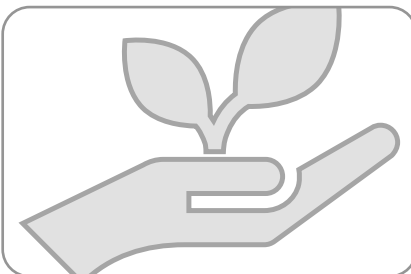




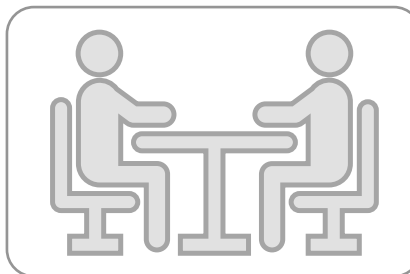
Training and Support



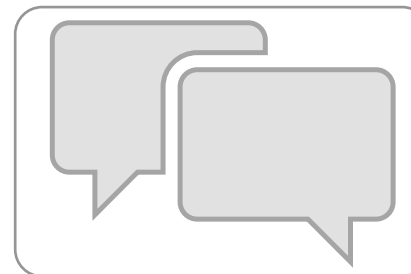
**Masterclass to
support-
implementation
of the
framework and
toolkit**



**Delivery of
effective
supervision**



**Getting the
most out of
supervision**



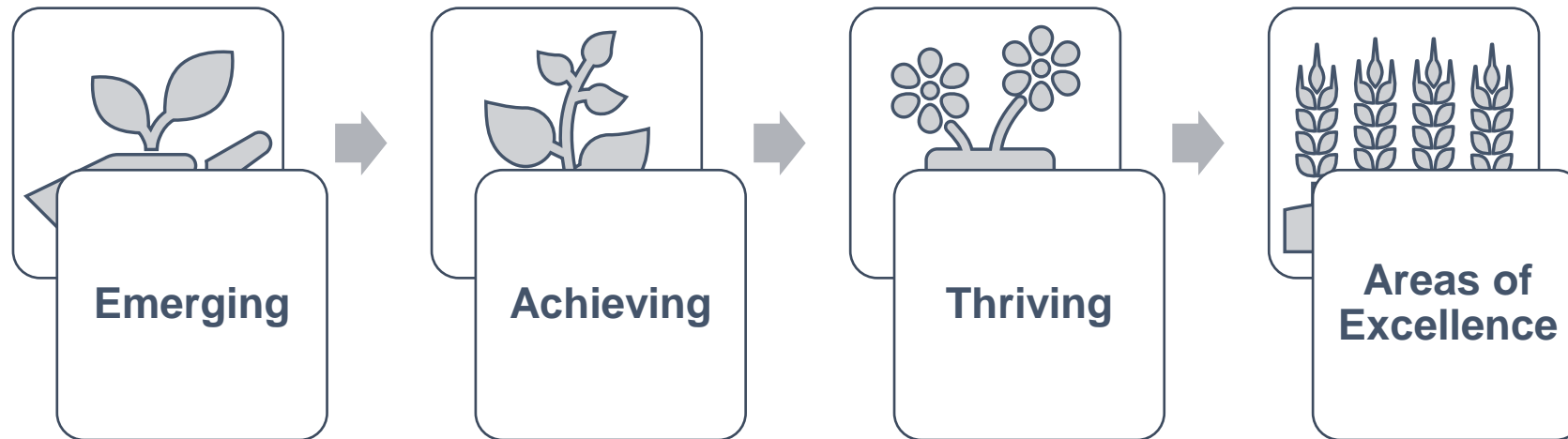
**Giving and
receiving
feedback**





Supervision Maturity Tool

- A checklist based on the cultural and process requirements of the framework. Allowing professions to self assess their current practice against it.
- Generating an action log for any unmet requirements.
- Establishing an overall maturity rating, based on current achievement of requirements.
- Focus on growing effective supervision culture and processes.





Toolkit Section

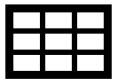
- A range of documents and templates, to support delivery of supervision.



Supervision contract / agreement template



Supervision agenda template



Centralised supervision activity log

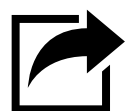


Supervision case studies





Next Steps:



Share emerging structure, and work on development of framework, with professional leads.



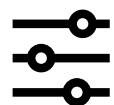
Collaborate with trust-wide group, to ensure alignment to Trust Supervision Guidance.



Carry out wider consultation and review, with the Therapy Services workforce



Collect feedback and evaluate.



Revise and refine.



Support implementation using the supervision maturity tool and training resources.





Be Part of our Consultation:



We are holding **focus groups** on:

- 📍 **Monday 30th June** 1-3pm at the Freeman Hospital
- 📍 **Thursday 3rd July** 1-3pm at The Royal Victoria Infirmary



Healthcare at its best
with people at our heart

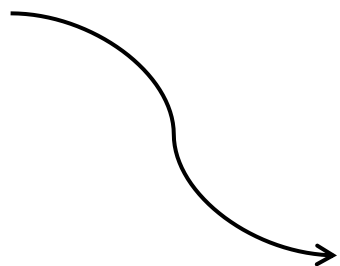


Be Part of our Consultation:



The Newcastle upon Tyne Hospitals
NHS Foundation Trust

**Scan this
QR Code**

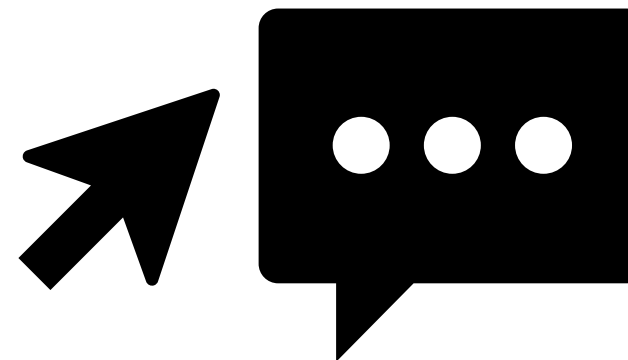


Therapy Services Supervision
Framework- Expressions of
Interests- Focus Groups



**Or click the
link in the chat
box.**

[Supervision Focus Groups](#)



Healthcare at its best
with people at our heart