Greater Manchester Imaging Workforce Review

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Aims

The impact of COVID-19 on diagnostic services has been profound and has resulted in significant delays for cancer patients. Diagnostic imaging has emerged as a key part of the restoration of services. This project was an opportunity for GM to focus on understanding more of its own specific challenges, priorities, and successes around its imaging workforce, the results of which will inform the development of future diagnostic workforce solutions and strategies to meet the needs of people affected by cancer in GM.

Methodology

Qualatative approach

7 NHS Foundation trusts invited to take part

1:1 interviews and e-surveys

Current & future workforce shaping priorities

Focused on roles, recruitment & retention

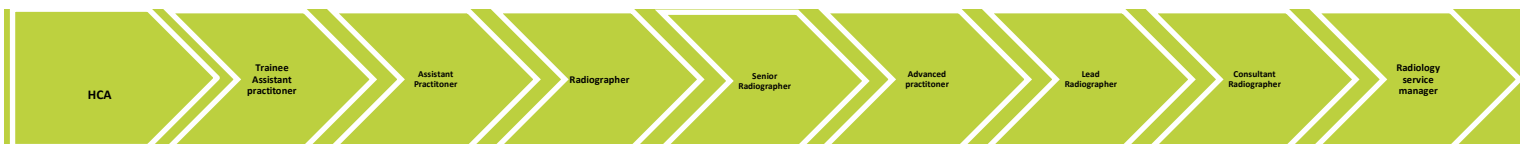Local approach/ findings driven by workforce

Findings

- Personal development is a strong recruitment and retention tool
- Increase in skill mix is required to grow workforce & support recovery
- Fewer training opportunities are available post pandemic as demand has increased
- Roles, scope of practice & SoP's varies between units
- More Clinical educators and trainers are needed to support quality learning
- Hybrid roles are aspirational e.g., multi-modality or academic roles
- Pathways for 'end to end' career development are unclear
- There are many barriers to Introducing new roles
- Leadership roles are not fully understood and don't appear attractive
- Health & wellbeing support varies & isn't accessible to all
- International recruits require strong support
- BAME staff experienced inequalities in becoming future leaders and accessing leadership training

Recommendations

- Raising the profile of imaging careers
- Networked approach to recruitment – providing all teams with quality materials to support recruitment & promote why the NHS is a great place to work
- Focus on retention
- Early career support and ongoing CPD
- Standardisation of roles across GM
- Standardisation of services that we offer to our patients
- Look at what roles are offered e.g., why does everyone have different types of Radiographer reporting
- Leadership and management training for all staff groups
- Review of Ultrasonography services and support their development needs
- Develop end to end career pathways with various entry and exit points to allow people to develop when they are ready

End to end career pathway

HCA → Trainee Assistant practitoner → Assistant Practitoner → Radiographer → Senior Radiographer → Advanced practitoner → Lead Radiographer → Consultant Radiographer → Radiology service manager

Conclusion and next steps

Most imaging departments across GM engaged and participated in the workforce review. They described a detailed picture of challenges, successes, and good practice from a passionate and committed workforce. Whilst there are many challenges ahead, the imaging workforce has shown it is open to new ways of working, new roles and skill mix to deliver high quality patient focused services for Greater Manchester but they require support to achieve this. The report will be shared with key stakeholders across GM and relevant regional groups. We will ask them to identify key themes, findings and priorities which will be presented to the GM endoscopy network and GM Cancer alliance. A discussion will ensue to agree what priorities can be developed into projects or pilots over the next 12 months.