AHPF Scotland believes that there are a number of effective means of ensuring safe and effective care in the NHS in Scotland. The three spheres of clinical governance can be viewed as:

1. An individual's professional accountability for the quality of his/her work, in line with the requirements of their professional body.

2. An individual's professional accountability to the requirements of the organisation in which he/she works

3. The accountability of senior members of staff and management for the organisation’s performance & more widely for its provision of services to service users.

Amongst the allied health professions, clinical governance measures include:

- HCPC\(^1\) registration regularly checked
- All practitioners get clinical supervision and CPD
- Electronic knowledge and skills framework (EKSF) used for all NHS staff
- Care and care quality is reviewed through capacity management
- Clinical leads and professional managers responsible for evidence based practice
- Care record audit twice a year
- DATIX reporting system for reporting adverse incidents
- Mandatory training on H&S is provided and monitored
- Boards apply Patient Safety and Quality programmes

The above are examples to illustrate that safety, which is of critical importance to practicing allied health professionals, is maintained and monitored throughout the NHS in Scotland.

Similarly, allied health professionals practice patient centred care

- At first appointment, the practitioner focuses on and seeks to establish patient/ carer perspective.

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\(^1\) Health and Care Professions Council [http://www.hcpc-uk.co.uk/](http://www.hcpc-uk.co.uk/)
• Clinical assessment focus on what matters to patient.
• Care planning is collaborative and person centred goals are formed
• Consistent use of the validated tool the ‘CARE measure’
• Proactively seek patient feedback re service, service developments

**Challenges, however, arise around clinical governance, when conflicting aspects of patient centred care have to be managed. For example,**

• Where staff capacity is inadequate to meet demand, resulting in long waiting times, shorter treatment sessions and pressures to reduce patient contact, and compromised outcomes.
• Staff development, such as continuing professional development (CPD) and eKSF\(^2\) are often the first to be deprioritised in response to unmanageable caseloads
• Evidence based approaches to service redesign, often developed with short-term Scottish government funding, are not continued, regardless of proven clinical and cost effectiveness, due to historical practice and silo working/budgeting.
• SIGN\(^3\) and NICE\(^4\) guidelines, which develop evidence based clinically effective care, are not always implemented, because of costs and budgetary challenges rather than clinical outcomes.
• Longer waiting times created to manage patient demand come with risks to patient safety, such as increased chronicity and bio-psychosocial needs.
• Allied health professions often report being under-utilised when their clinical skills and knowledge are not recognised or accounted for in the design and delivery of services, which can prevent the most effective care from the most appropriate health professional.
• Investment in quality improvement, the development of advanced practitioner roles and national clinical strategies can overlook or underestimate the knowledge, skills, autonomy and contribution of the allied professions.

The Allied Health Professions Federation (AHPF) is made up of twelve professional bodies representing Allied Health Professionals in the UK. The Allied Health Professions Federation in Scotland (AHPF Scotland) provides collective leadership for the professional bodies representing the allied health professions in Scotland. Together the AHP professional bodies represent over 14,000 professionals in Scotland, who make an essential contribution to health and social care.

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\(^3\) Scottish Intercollegiate Guidelines Network [http://www.sign.ac.uk/](http://www.sign.ac.uk/)

\(^4\) National institute for Clinical Excellence [https://www.nice.org.uk/](https://www.nice.org.uk/)