Background.
Speech and Language Therapists support and treat people with communication and swallowing difficulties (RCSLT, 2017). The acute and critical care Speech and Language Therapy (SLT) team at Aberdeen Royal Infirmary (ARI) is committed to delivering the best possible care, experience and outcomes for patients in critical care (RCSLT, 2014).

The SLT department completed a 6 month re-design project from October 2017 – March 2018. The aims were:

- to develop an organisational structure with foundations to support a sustainable workforce.
- deliver new service improvements.
- encourage innovative approaches to deliver future care (diagram 1) to patients with communication and swallowing difficulties.
- enhance patient outcomes.

Reason for redesign.
The drivers for change were successful in-house training of rotational grade SLT’s, succession planning, recruitment opportunities, changing patient demographics and the future North of Scotland (NoS) Major Trauma Centre (MTC) based at ARI.

In Autumn 2018, ARI will become first MTC in Scotland. This creates opportunities for the SLT acute team to work as part of a new specialist multi-disciplinary team with additional requirements of providing future access to a seven day SLT acute team service.

Methods.
Four collaborative workshops facilitated by the Modernisation Directorate were completed between December 2017 to February 2018. Each workshop was based on the six steps workshop redesign principles designed by Skills for Health (NHS Grampian Workforce Plan, 2015-2016). To enable all of the SLT the team to work closely as part of an inclusive and collaborative process the facilitator helped with the planning and delivery of each workshop.

Additional measurements of unmet clinical needs during a one week period and a SWOT analysis were used to aid evaluation of care delivered now and in the future. Feedback from self-rating questionnaires completed prior to and during the redesign was also incorporated. This was completed through a Quality Improvement project examining the quality of learning and development opportunities of 4 rotational SLT postholders.

Relevance to 2020 Vision.
The principles of “Everyone matters: 2020 Workforce Vision” highlight the importance of working to a shared set of values. To support the 2020 vision, shared values of dignity and respect, openness, honesty and responsibility, quality and teamwork in-cooperated into:

- formal project planning – ensuring a collaborative, inclusive approach to redesign.
- facilitating workshops – providing support and opportunities to contribute.

The objective of the project was to work collaboratively on developing a sustainable team structure to ensure patients receive the best possible care.

Future fit: Patient needs
Demographic changes - increase in life expectancy
Over the next 10 years the proportion of over 75 in Scotland’s population - who tend to be the highest users of healthcare services will increase by over 25% (A Route Map to the 2020 Vision for Health & Social care).

More chronic and long-term conditions.
Estimates predict that the number of people with dementia in Scotland is set to rise from approximately 80,000 to approximately 130,000 within the next 25 years (NHS Population data and EuroQoL).

Future fit: SLT role
Introducing new roles and responsibilities of SLTs in transforming services to improve the quality of care (RCSLT, 2014).

Future fit: Future of rotation
Discussion involving the 4 rotational pathfinders, SLT manager and project lead.

Conclusion.
The use of a collaborative approach to service redesign was a new experience for SLT department. The project enabled exploration and reflection on the key differences the current state and what this will look like as a fully developed team (outlined in diagram 2).