

## Imaging Support Workforce Maturity Matrix

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### Introduction

Critical determinants are causal factors which control or influence the likelihood of something happening, for example a service being effective. The NIHR funded I-SWAP (Imaging – Support Workers and Assistant Practitioner) project was a mixed methods study designed to investigate the development, deployment, and contribution of the support workforce to diagnostic imaging activity across England. The evidence-based findings from the I-SWAP study identified the critical determinants for the delivery of an effective imaging support workforce (Figure 1). This maturity matrix incorporates the critical determinants into a framework to promote assessment, critical review and discussion within imaging workforce teams.

The matrix has been co-produced by collaborators from Sheffield Hallam University, the University of Bradford, Mid Yorkshire Teaching Hospitals NHS Trust and Anglia Ruskin University, working alongside research participants and public and professional stakeholders.

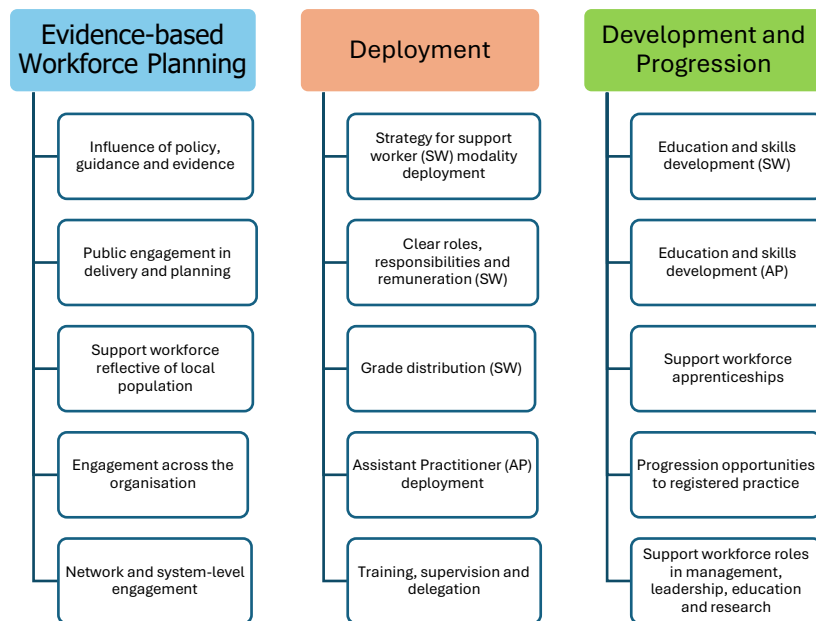


Figure 1. Support Workforce Critical Determinants.

## Maturity Matrix Framework Design

The critical determinants (column 1) identified within the I-SWAP project have been grouped into three workforce themes as seen in Figure 1: 1) *evidence-based workforce planning*; 2) *deployment*; 3) *development and progression*.

Column 2 outlines the importance of each determinant in influencing the development of an effective imaging support workforce.

Columns 3-6 provide examples of different levels of adoption or engagement with each of the determinants, working through increasing levels of engagement: *emerging*; *developing*; *maturing*; *thriving*. These engagement levels are captured as RAG (red, amber, green) colours.

## Using the Maturity Matrix

This matrix has been designed as a self-assessment tool to stimulate evidence-based discussions relevant to the imaging support workforce at place, organisation, site, department and modality levels. The I-SWAP research has demonstrated that there is no ‘one size fits all’ model for this workforce, however the challenges facing imaging services means that many services have not had the opportunity to undertake evidence-based strategic workforce planning.

It is not expected that any service will be ‘thriving’ in all areas, this matrix may identify where additional reflection and action planning may be beneficial. An imaging service may be thriving in one of the determinant areas yet review at individual modality or imaging site may highlight areas for development. With wide adoption of this tool, the matrix will support sharing of best practice within and between organisations and promote adoption of system and network wide working. The maturity matrix will be presented in a downloadable excel spreadsheet with an opportunity for noting barriers, enablers, short/medium/long term action plans and progress against objectives.

## Workforce Theme 1: Evidence-Based Workforce Planning

Determinant	Importance	Emerging (E)	Developing (D)	Maturing (M)	Thriving (T)	Level E/D/M/T
<b>1.1 Support workforce plans underpinned by national policy, guidance and research evidence</b>	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.	
<b>1.2 Public engagement in support workforce service delivery and planning</b>	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)	
<b>1.3 SWAP workforce reflective of local population</b>	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	
<b>1.4 Engagement across the organisation</b>	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.	
<b>1.5 Network and System Level Engagement</b>	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	

## Workforce Theme 2: Deployment

Determinant	Importance	Emerging (E)	Developing (D)	Maturing (M)	Thriving (T)	Level E/D/M/T
<b>2.1 Strategy for support worker (SW) modality deployment (Bands 2/3)</b>	Balance of flexibility (rotation) and skills development (modality deployment) to enhance SW satisfaction, promote team building, and enhance patient pathways and experience	Custom and practice (static / rotational) not questioned	SW deployment models reviewed and action plan developed. Support workforce largely rotational with emerging static posts, enabling skills development, team working and contribution	SW deployment models responsive to imaging service need. Where appropriate flexible rotational posts to enable cross-modality 'cover'.	SW deployment strategy embedded - rotation used within induction for familiarisation, specialist deployment used for SW skills enhancement	
<b>2.2 Clear roles, responsibilities and remuneration (Bands 2/3)</b>	Consistent support worker identity across services, organisations and networks increases visibility and improves recruitment, retention and progression opportunities whilst offering opportunities for cross system working	No consistency in support worker role titles and grades across the imaging service(s)	Some role titles are consistent, but grades and role responsibilities vary across the imaging service(s)	Clearly visible roles for support workers via consistent job titles aligned to grade and wider organisational appointments	Support worker identity, roles, titles, grades consistent across services and imaging networks. Opportunities for system working explored and/or implemented	
<b>2.3 Support worker (SW) grade distribution (Bands 2/3)</b>	Grade balance is strategically planned and related to SW responsibilities rather than relying on custom and practice, enabling support workforce training and educational opportunities, progression and improved morale. Aligned to employing organisation policies and procedures.	No current or recent strategic focus or review of grade distribution (Band 2 and 3) across the service	Localised decisions about grading with reference to context and local pressures for staffing recruitment and retention	Local review of workforce structures to clearly distinguish Band 2 from Band 3 within and across services with reference to career progression and recruitment pressures	Clear accountability in service / across networks for role delivery and balance of support worker staffing to enable recruitment, retention, skills mix and progression	
<b>2.4 Assistant Practitioners (AP) (Band 4)</b>	Effective deployment of Assistant Practitioners supports innovations in patient care and delivery. It supports radiography skills mix and support worker progression and retention. APs may offer an additional employment pool for pathway to registered practice (local workforce with improved retention)	Not utilising APs	Band 4 AP roles used in limited modalities or deployed as training roles within Apprenticeships. Governance and scope of practice review required.	Review of potential deployment opportunities with plan for engagement of wider AP roles. Opportunities explored for radiographer/AP skill mix review across modalities.	AP roles embedded and potential fully realised. Governance in place aligned to defined scope of practice. Providing or considering progression opportunities (e.g. Band 5 Associate Practitioner).	
<b>2.5 Training, supervision and delegation</b>	Support workforce roles can only take place in the presence of clear supervisory and delegation policies. Both registered and support staff require a clear understanding, with training offered to new employees	Lack of clarity in roles and responsibilities, no training specific to supervision or delegation provided	Active engagement with support workforce and registered staff to review role supervision and delegation requirements	Clear supervision policy with associated training offer for current and new support workforce and registered staff	Clear understanding of scope of practice and supervision requirements enables support workforce innovations	

### Workforce Theme 3: Development and Progression

Determinant	Importance	Emerging (E)	Developing (D)	Maturing (M)	Thriving (T)	Level E/D/M/T
<b>3.1 Education and skills development for Support Workers (Bands 2 and 3)</b>	Rolling education and training programme ensures a competent support workforce and a clear career trajectory into senior support workforce roles. Improves staff morale, recruitment and retention. Training of registered staff ensures safe and effective delegation and supervision.	Requirement for role specific education and training recognised. Training needs analysis considered against role requirements.	Competency frameworks in place for support staff across modalities but no underpinning resources or training plans.	Training packages for initial education to meet competency frameworks. Ongoing provision of CPD for support workers in place, guided by SCoR Education and Career Framework.	Service changes consider support staff education. New skill acquisition underpins progression. Peer mentor and education roles embedded. Liaison with FE Colleges evident	
<b>3.2 Education and skills development for Assistant Practitioners (Band 4)</b>	An education and training offer designed for the Assistant Practitioner (AP) workforce supports a fully utilised scope of practice guided by SCoR Education and Career Framework and provides clear career opportunities improving recruitment, retention and staff morale.	Department-based training reflects the scope of practice for the role, but academic underpinning is limited or does not enable progression	AP roles supported by formal recognised education programmes, but not enabling progression	CPD opportunities include APs either alongside registered staff or with specific role focussed training. Organisational level engagement with education provider(s).	Education supports skills maintenance / expansion, enabling progression. Academic provider(s) engaged at service level, influencing content and future provision.	
<b>3.3 Support Workforce Apprenticeships</b>	Rolling programme of support workforce apprenticeships (Academic Levels 2/3,5) provides regular progression opportunities to support recruitment and retention and improve workforce morale. Developments underpinned by SCoR Education and Career Framework.	No opportunities for apprenticeships (Level 2/3/5) and no opportunities for access to training beyond mandatory courses.	No access to Level 2/3/5 apprenticeships, other formal training available. Access to functional skills (maths/English) through organisation.	Opportunity for apprenticeships at one or more academic levels, though number of places limited restricting progression opportunities.	Apprenticeships across academic levels available on a rolling programme across support workforce levels. Clear succession planning.	
<b>3.4 Progression opportunities to registered practice</b>	A rolling programme of AP 'top up' courses and/or Degree Apprenticeships (DA) to support recruitment into radiography posts increases retention and widens diversity (local workforce)	Not planning to offer DA or top up opportunities or other progression to registered practice	Not yet offering DA/top up options, exploring options with apprenticeship leads and HEIs and preparing business case	Small annual DA or top up intakes and/or supporting SWAPs to progress to traditional routes (e.g. Top up degrees).	DA or top up on a rolling programme, functional skills offer to ensure wide and inclusive learning opportunities	
<b>3.5 Engagement beyond clinical roles: Leadership, Management, Research and Education</b>	Support workforce engagement in innovative roles may release managers and radiographers from time-consuming duties, providing an alternative to clinical progression. Improves support workforce ownership, visibility and belonging.	No engagement evident beyond clinical practice. Management and Leadership solely from registered workforce.	Limited engagement in peer education. Some opportunities for enhancing SWAP voice or participation	Support Workforce engages in peer mentorship, training and management roles (e.g. rostering), with tasks appropriately delegated	Wide engagement beyond clinical roles; support workforce leadership representation in imaging service decision-making forums	