Supporting AHP Career and Role Development across the Career Framework for Health
An ever changing working environment means Allied Health Professionals (AHPs) are continually developing new knowledge and skills to enable them to embrace new and flexible ways of working. New ways of working are evolving as AHPs take on new and extended roles and also capitalise on new technologies to deliver services differently and more efficiently. To ensure new ways of working are delivered safely and effectively, improved access to learning and development opportunities are essential. NHS Education for Scotland (NES) provides a range of support to enable clinicians and managers to plan their development and support succession planning to meet both individual career aspirations and service need. NES resources can support career development at a particular level of practice or in a pillar of practice or in a clinical priority.

This newsletter aims to raise awareness and improve access to existing NES resources and provide an overview of how these can support you in delivering AHP services, planning and supporting service improvements, developing you and your team’s career and role development opportunities and improve workforce and succession planning. All of the NES resources are designed to support learning and development opportunities in your work place and are delivered as “bite sized” learning activities which can be completed as individuals or in teams. You can use your learning to keep your practice up to date, support your Personal Development Plan (PDP) and successful completion of your Knowledge and Skills Framework (KSF) or to provide evidence of your fitness to practice for your Health Professions Council (HPC) portfolio.

How do I find a learning or development opportunity that’s right for me?

Learning and Development Resources supporting a level of practice:

Many of the NES Resources are designed to support a level of practice in the Career Framework for Health which is a 9-level framework to support workforce development and career planning (Skills for Health, 2006 and Scottish Government 2009). Roles are grouped according to their level of complexity and responsibility in practice and the level of experience and learning required to carry them out. Each level is clearly labelled, from ‘Support Worker’ through various levels of practitioners, to ‘Senior Staff’. It provides a useful visual tool to help individuals plan their career paths more easily. By grouping jobs within a career ladder, the framework shows how different jobs build on one another to allow progression up and across that ladder.

The Career Framework for Health helps career planning giving the option for either vertical progression whereby staff can prepare and develop themselves to take on more responsibility or to broaden their experiences and progress laterally across the framework for example within and between client groups and settings.

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Examples of NES Resources Supporting Development Across the Career Framework for Health

NES provides development opportunities across all levels of the framework from Level 1 ‘Support Worker’ to Level 9 ‘Senior Staff’. Some of our resources are targeted at a particular level whilst others span across all.

<table>
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<th>Career Framework for Health</th>
<th>Educational Support Examples</th>
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<td><strong>LEVEL 9 - MORE SENIOR STAFF</strong>&lt;br&gt;Staff with ultimate responsibility for decision-making and full on-call accountability.</td>
<td><strong>Consultant Practitioner Pathways and succession planning</strong></td>
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<td><strong>LEVEL 8 - CONSULTANT PRACTITIONERS</strong>&lt;br&gt;Staff working at a very high level of clinical expertise and/or have responsibility for planning services. Non-clinical examples might be, for example ‘Divisional Manager’.</td>
<td><strong>Advanced Practice Pathways and succession planning</strong>&lt;br&gt;<strong>Practitioners with Special Interests</strong></td>
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<td><strong>LEVEL 7 - ADVANCED PRACTITIONERS</strong>&lt;br&gt;Experienced clinical practitioners with high level of skill and theoretical knowledge. Will make high level clinical decisions and manage own workload. Non-clinical staff will typically be managing a number of service areas.</td>
<td><strong>Senior AHP Education and Development Framework</strong>&lt;br&gt;<strong>Effective Practitioner</strong>&lt;br&gt;<strong>Ready4Work</strong></td>
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<td><strong>LEVEL 6 - SENIOR PRACTITIONERS</strong>&lt;br&gt;A higher degree of autonomy and responsibility than level 5 in the clinical environment. Non-clinical staff who would be managing a number of service areas.</td>
<td><strong>Flying Start NHS™</strong>&lt;br&gt;<strong>Healthcare Support Worker Development</strong>&lt;br&gt;<strong>HCSW toolkit including induction standards and codes</strong>&lt;br&gt;<strong>HNC/SVQ/PDA Development</strong></td>
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<td><strong>LEVEL 5 - PRACTITIONERS</strong>&lt;br&gt;Registered practitioners consolidating pre-registration experience and getting ready for a higher level of functioning.</td>
<td><strong>AHP Career Fellowship at every level</strong>&lt;br&gt;<strong>Clinical Academic Careers (Clinical Education and Clinical Research) at every level</strong>&lt;br&gt;<strong>Mentorship at every level</strong></td>
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| **LEVEL 4 - ASSISTANT PRACTITIONERS**<br>Some work involving protocol based care under the supervision of a registered practitioner. Non-clinical roles can include IT support worker and Technician | **Underpinned by the Knowledge and Skills Framework (KSF) and Scottish Credit and Qualifications Framework (SCQF)**<br>**References**<br>Scottish Government (2009) Curam: Nurses, Midwives and Allied Health Professions working for Scotland’s health Scottish Government Edinburgh<br>Scottish Government (2009b) Guidance on Career Framework for Health Scottish Government Edinburgh<br>

**References**
Healthcare Support Workers (HCSW)

The Healthcare Support Worker (HCSW) project has developed and implemented a national approach to supporting and developing assistants at levels 2 to 4 on the Career Framework for Health.

NES resources include:
- The Guide to Education and Role Development for Clinical Healthcare Support Staff (2009)
- The online HCSW Toolkit
- Resources to support the implementation of the Scottish Government’s Mandatory Induction Standards for Healthcare Support Workers.

NES has supported over 100 AHP Support Staff from Radiography, Occupational Therapy, Speech and Language Therapy and Physiotherapy to achieve HNC qualifications.

A Professional Development Award in Radiographic Imaging is available to enable Assistant Practitioners deliver more imaging services.

Find out more at: www.hcswtoolkit.nes.scot.nhs.uk

Flying Start NHS™

Flying Start NHS™ is a national development programme to support transition from student to confident, capable health practitioner.

The website offers a structured and integrated approach for the development of new practitioners and their workplace mentors including:
- A dedicated learner guide to structure the newly qualified practitioner’s learning journey through the programme
- A KSF area which links every activity to a specific KSF core dimension, enabling the learner to relate the activity directly back to the framework
- A dedicated mentor area

Find out more at: www.flyingstart.scot.nhs.uk

Effective Practitioner

The Effective Practitioner is a national initiative providing learning resources and support for NMAHP staff working at levels 5 and 6 of the Career Framework. It recognises and values the vital role this large group of staff play delivering direct patient care.

This initiative assists practitioners to deliver safe, effective and person centred care and supports staff in implementing the Healthcare Quality Strategy for NHSScotland (Scottish Government 2010). The learning resources assist individuals and teams to deliver quality services and enables staff to evidence their ongoing development for KSF, HPC and career development purposes.

Find out more at: www.effectivepractitioner.nes.scot.nhs.uk
Senior AHP Education and Development Framework

Senior AHP Education and Development Framework (NES, 2010) aims to provide guidance for the education and development of Senior AHPs such as team leaders who have a responsibility for leading and managing services or teams and have a vital role in driving service improvement, delivering better care and enablement and enhancing health outcomes.

The Framework assists senior practitioners to identify their learning and development needs and support them in accessing opportunities to support 4 key capabilities associated with their leadership role:

- Enhancing safe and effective clinical practice
- Enhancing the patient experience
- Managing and developing the performance of the team
- Contributing to the delivery of the organisation’s objectives

A website is under development which will host a range of resources and learning activities to support implementation of the framework and enhance workforce and succession planning.

Find out more at: www.seniorahp.nes.scot.nhs.uk
(Available from Spring 2012)


AHP Advanced Practice

AHP Advanced Practice Education and Development Framework (Musculoskeletal)

This Framework is currently out for consultation and being piloted in 3 test Health Boards. The Framework identifies the skills and capabilities associated with the 4 pillars of practice (clinical practice, leadership, facilitating learning and research) expected of AHPs working at Advanced Practitioner roles within MSK services including Occupational Therapists, Physiotherapists, Podiatrists, Orthotists/Prosthetists and Radiographers.

The framework will also guide managers in both supporting existing Advanced Practitioners and in succession planning by providing useful guidance to assist in developing PDPs and when making a case for the provision of educational opportunities to support role development and service redesign.

The AHP Advanced Practice (MSK) website has been developed and will host learning activities to support the skills and capabilities highlighted in the framework.

Find out more at: www.ahpadvancedpractice.nes.scot.nhs.uk

Succession Planning for Consultant Nursing, Midwifery and Allied Health Professions

As part of the succession planning pathway for NMAHP Consultants, a Developmental Learning Needs Analysis Tool (DNAT) was developed which can be used to assist staff to identify and develop their ongoing educational needs.

Find out more at: www.advancedpractice.scot.nhs.uk/media/7602/development_needs_analysis_tool.doc
To deliver high quality AHP services staff need to develop 4 key pillars of practice:

- Clinical Practice
- Facilitating learning
- Leadership
- Research and evaluation

However, depending on your level of practice and your specific role, your development needs may vary across the pillars.

As your career develops, your role may necessitate that you develop particular pillars of practice in which you lead and take on additional responsibility. For example, it is expected that an Advanced Practitioner would be working towards demonstrating capabilities within each of these pillars of practice on entry to the role. However, each role differs and is likely to be locally defined. Differences are likely both between professions and within professions in relation to the balance of requirements within each of the pillars of practice.

Many of the NES resources highlighted (in table – Career Framework Table page 3) promote development across the 4 pillars. The following resources focus on particular pillars.

Learning and Development Resources to help you develop a Specific Pillar of Practice:

Support to develop your Facilitating Learning pillar of practice:

AHPs have a significant role in facilitating learning i.e. students, colleagues, patients and carers. NES provides direct support in the 14 territorial Health Boards and a wide range of resources as part of the AHP Practice-based Education Facilitation (PEF) Programme.

Aims of the PEF programme for 2011-2013 include:

- Supporting the development of AHP Practice Education Leads
- Growing the next generation of AHPs through quality education/placements
- Embedding and sustaining existing NES educational resources
- Supporting AHP Practice Education Leads to share and coordinate NHSScotland Boards’ practice-based education priorities nationally.
Examples of resources available to support you in your Facilitating Learning Role include:

AHP Practice Education Lead (PEL) Development Resource
This ensures that AHP PELs have the information and resources they need to support practice education within their Board. It provides information for those new to the role as well as those with experience.
Find out more at: http://www.knowledge.scot.nhs.uk/ahppeldevelopment.aspx

Practice Placement Agreements
The AHP PEL programme is facilitating the introduction of Practice Placement Agreements between Scottish Universities who host AHP pre registration programmes and Health Boards in Scotland. This will promote a common and sustainable approach to pre registration education across professions in Scotland.

Quality Standards for Practice Placements
These are an easy-to-use set of standards that enable AHPs in NHSScotland to maintain and continuously improve the quality of practice placements offered to all learners. A range of audit tools are available to monitor implementation of the standards.

Support to develop your Research and Evaluation pillar of practice:

Clinical Academic Careers
NES provides national guidance and a framework to help AHPs to follow a career pathway which combines clinical practice and research or clinical practice and education rather than AHPs having to choose a career in one or the other.

Support to develop your Leadership pillar of practice
The Senior AHP Education and Development Framework, (NES, 2010) described previously on page five, enables AHPs to focus on the developing their leadership qualities.
Find out more at: www.nes.scot.nhs.uk/education-and-training/by-discipline/allied-health-professionals/ahp-careers/senior-ahps-leading-better-practice.aspx

Support to develop your Clinical pillar of practice:

Some NES resources link to a particular clinical priority, for example:

Dementia
There a number of resources to help you provide support for patients with dementia. There is advice for those working in both emergency settings and acute care. Hospital is a disorientating and often frightening place for a person with dementia who is challenged by a change in their routine and environment. NES resources provide an insight and understanding into the needs of patients with dementia and their carers.

Children and Young People
NES supports a Children and Young People’s Services Managed Knowledge Network (MKN) allowing the exchange of information across services. The network facilitates education and enables practitioners to access, share and use knowledge based education online. It also offers access to expert information and support for personal and professional development.
Find out more at: http://www.knowledge.scot.nhs.uk/child-services.aspx

Scottish Paediatric Advanced Practice Network
NES also supports The Scottish Paediatric Advanced Practice Network which provides resources and tools to support AHP and Nursing staff working with children and young people.
Resources to Support Service Improvement and New Ways of working:

Understanding the contribution and potential of every member of your workforce helps you plan service improvement and ensures that staff are developing the appropriate knowledge and skills to support succession planning and role development.

SKILLS MAXIMISATION Toolkit
is a series of workbooks which helps you identify and maximise the potential of your workforce to support service improvement and to help plan and prepare for service redesign. The resources enable you to clarify the patient’s journey into and through your service, capture the uniqueness of AHPs’ contribution to the journey and identify ways of creating improvement. Employing this systematic approach will enable you to streamline the patient journey, improve clinical outcomes and improve patient and carer experience.


READY4WORK
is a web-based resource for all AHPs looking to access information about working in NHSScotland. It provides information to graduate AHPs and also to AHPs returning to practice or for staff preparing to work in different settings.

Find out more at : http://www.ready4work.scot.nhs.uk/

Resources which support AHP education and development at all levels of the Career Framework and in all four pillars of practice:

NES AHP Career Fellowship Scheme
is a funding initiative for AHPs working in Scotland to apply and be considered for financial assistance to support education and development in identified priority areas. The priority areas are flexible and can change each year to meet service needs. As this is recurrent funding, bids can be made for funds required over a number of years.


Support and further information on any of the resources and initiatives are available from the NES AHP Team.

Please contact us at: AHP@nes.scot.nhs.uk

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