Supporting the NMAHP workforce across the Career Framework

A wide range of learning and development opportunities currently support nurses, midwives, and allied health professionals (NMAHP) to deliver high quality care in NHSScotland.

In the first of a series of articles about learning and development opportunities for nurses, midwives and allied health professionals, this article aims to raise awareness of a number of initiatives which, although targeted at different groups of staff, collectively offer a joined up approach to workforce development.

By articulating these initiatives together, individuals, teams and NHS Boards can consider how they can best meet their own needs and those of their staff at different stages of their professional and career development, both now and in the future.

NES uses the Career Framework for Health as a way of describing where an educational solution is focused.

This is because the framework is an enabling one which supports both career development and workforce planning. However, its use must be seen in the context of related frameworks such as Agenda for Change bandings, and should recognise the potential for confusion as each framework uses the same numbering system of 1-9, but there is not a direct correlation across at all levels.

The NHS Knowledge and Skills Framework (NHS KSF) remains the overarching development framework for most NHS staff. Both the NHS KSF and the Scottish Credit and Qualifications Framework (SCQF) are referenced in NES resources to ensure a joined up approach to development is taken and the individual contribution of each framework can be maximised.

Version 2 - February 2012
Some examples of learning and development which are linked to the Career Framework for Health are outlined here.

**Healthcare Support Worker**
The Healthcare Support Worker (HCSW) project has developed and implemented a national approach to supporting and developing assistants to HCSW roles in nursing, midwifery and allied health professions at levels 2 to 4 of the Career Framework for Health.

Phase one saw the development of the *Guide to Education and Role Development* for clinical healthcare support staff (published 2009) and phase two included the launch of the online HCSW Toolkit in summer 2010 and the development of education resources to support implementation of the Induction Standards and Codes in winter 2010.

Find out more at: [www.hcswtoolkit.nes.scot.nhs.uk](http://www.hcswtoolkit.nes.scot.nhs.uk)

**Flying Start NHS™**
Flying Start NHS™ is the national development programme for all newly qualified nurses, midwives and allied health professionals in NHS Scotland.

The website was re-launched in June 2010 and now provides enhanced user upgrades such as:
- a dedicated mentor area
- an updated KSF area which tags every activity to a specific NHS KSF core dimension, allowing the learner to relate the activity directly back to the framework
- dedicated learner guides to structure the newly qualified practitioners learning journey through the programme

Find out more at: [www.flyingstart.scot.nhs.uk](http://www.flyingstart.scot.nhs.uk)

**AHP Careers Fellowship Scheme**
Featured in the last edition of FOCUS, the AHP Careers Fellowship Scheme is a funding initiative for AHPs working in Scotland to apply and be considered for financial education support for education in identified priority categories. The priority categories are flexible and can change each year. The categories will be agreed in consultation with AHP stakeholders, including the NES AHP Advisory Forum and its uni-professional sub-groups and think tanks.

This is a recurrent fund; therefore bids can be made for funds required over a number of years.

## Early Clinical Career Fellowships

ECF is being piloted in NHSScotland on behalf of the four UK countries. It is one of a wide range of initiatives within Modernising Nursing Careers which aims to develop the nursing workforce of today and the future (SEHD, 2006).

The Fellowships support highly enthusiastic and motivated nurses and midwives at an early stage in their career to develop personally, professionally and academically. The Fellowships include access to masters level education, mentorship, one-to-one clinical coaching, action learning sets and masterclasses. The first cohort who are completing are congratulated on their achievement and their contribution both now and in the future is valued.


## Effective Practitioner Initiative

The Effective Practitioner is a national initiative providing learning resources and support for level 5 and 6 nurses, midwives and allied health professionals across NHSScotland. It recognises and values the critical role this large group of staff play in the day-to-day care delivery in NHSScotland.

The initiative assists practitioners to deliver safe, effective, and person-centred care and is the vehicle by which this group of staff supports the implementation of the Healthcare Quality Strategy for NHSScotland. It can assist individuals and teams to maximise their contribution to the delivery of quality patient care and can support them to evidence their ongoing development for KSF, revalidation, and CPD purposes.

Find out more at: [www.effectivepractitioner.nes.scot.nhs.uk](http://www.effectivepractitioner.nes.scot.nhs.uk)

## Senior AHP Education & 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 four 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](http://www.seniorahp.nes.scot.nhs.uk)

(Available from Spring 2012)

Advanced Nursing Practice Toolkit

This is a repository for resources to support the development and sustainability of advanced practice roles. It provides an overview of the work being undertaken in Scotland to support advanced practice including an educational framework, developmental learning needs analysis tool and service needs analysis tool. Originally developed for nurses it has also been used to guide advanced practice developments for other healthcare professionals and includes links to other related projects e.g. the educational development framework for senior charge nurses.

www.advancedpractice.scot.nhs.uk

Senior Charge Nurse Educational Development Framework

The senior charge nurse role has gone through significant review and renewal over the past two years. The national process has been supported through the Senior Charge Nurse Development Framework, which has been widely adopted and embraced by the senior charge nurse cohort, their managers and some aspiring senior charge nurses.


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 Heath Professionals

As part of a succession planning pathway piloted between 2006 and 2007 a Developmental Learning Needs Analysis Tool was developed which can be used to support this group of staff identify and meet their ongoing educational needs.
Clinical Academic Research Careers

A National Guidance for Clinical Academic Research Careers for Nursing, Midwifery and Allied Health Professions will be available shortly through the NES website. This guidance has been developed by a multi-disciplinary working group with members representing NHSScotland Health Boards, HEIs, NMAHP Research Units and Clinical Research Centres. A much wider reference group covering a broader audience was alsoinvolved in the development of this document.

How the Workforce is Supported in Practice

The supporting infrastructure for nurses, midwives and allied health professions includes managers, practice developers, educators, facilitators, mentors and supervisors. Nationally, there is the network of practice education facilitators for nursing, midwifery and allied health professionals.

As part of the NES Nursing and Midwifery Strategy, and our commitment to supporting NHS Boards, we have recruited a national network of Practice Educators for nursing and midwifery. The Practice Educators have been employed by NES and are hosted within NHS Boards. Their role is to strengthen the existing NHSScotland practice education infrastructure and will focus on ensuring access to learning and development resources, directly relevant to clinical care, closer to where nurses and midwives practice.

For more information and to contact initiative leads, please contact:

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### What is the Career Framework for Health?

The Career Framework for Health is a 9-level framework designed 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 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.

### Career Framework for Health

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEVEL 9 - MORE SENIOR STAFF</strong></td>
<td>Staff with ultimate responsibility for decision-making and full on-call accountability.</td>
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<tr>
<td><strong>LEVEL 8 - CONSULTANT PRACTITIONERS</strong></td>
<td>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>
</tr>
<tr>
<td><strong>LEVEL 7 - ADVANCED PRACTITIONERS</strong></td>
<td>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>
</tr>
<tr>
<td><strong>LEVEL 6 - SENIOR PRACTITIONERS</strong></td>
<td>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>
</tr>
<tr>
<td><strong>LEVEL 5 - PRACTITIONERS</strong></td>
<td>Registered practitioners consolidating pre-registration experience and getting ready for a higher level of functioning.</td>
</tr>
<tr>
<td><strong>LEVEL 4 - ASSISTANT PRACTITIONERS</strong></td>
<td>Some work involving protocol based care under the supervision of a registered practitioner. Non-clinical roles can include IT support worker and Technician.</td>
</tr>
<tr>
<td><strong>LEVEL 3 - SENIOR HEALTHCARE SUPPORT WORKERS</strong></td>
<td>Higher level of responsibility than Healthcare Support Worker. Non-clinical roles can include ward clerk and community food worker.</td>
</tr>
<tr>
<td><strong>LEVEL 2 - HEALTHCARE SUPPORT WORKERS</strong></td>
<td>Works under the direction and supervision of healthcare professionals and supports the multidisciplinary team in the delivery of high quality care. Non-clinical examples are housekeeper and receptionist.</td>
</tr>
<tr>
<td><strong>LEVEL 1 - SUPPORT WORKERS</strong></td>
<td>Non-clinical staff in roles that require very little formal education such as catering assistant or domestic assistant.</td>
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</table>

### Educational Support Examples

- Consultant Practitioner Pathways and succession planning
- Advanced Practice Pathways and succession planning
- Practitioners with Special Interests
- Senior Charge Nurse Educational Development Framework
- Senior AHP Learning and Development Framework
- Effective Practitioner
- Ready4Work
- Early Clinical Career Fellowships
- Flying Start NHS

- Healthcare Support Worker Development
- HCSW toolkit including induction standards and codes
- HNC/SVQ/PDA Development

- Underpinned by the Knowledge and Skills Framework (KSF) and Scottish Credit Qualifications Framework (SCQF)
- Mentorship at every level

### Clinical Academic Careers (Clinical Education and Clinical Research)

- Leadership
- Development
- Support
- Mentorship at every level

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**References**


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