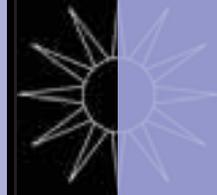


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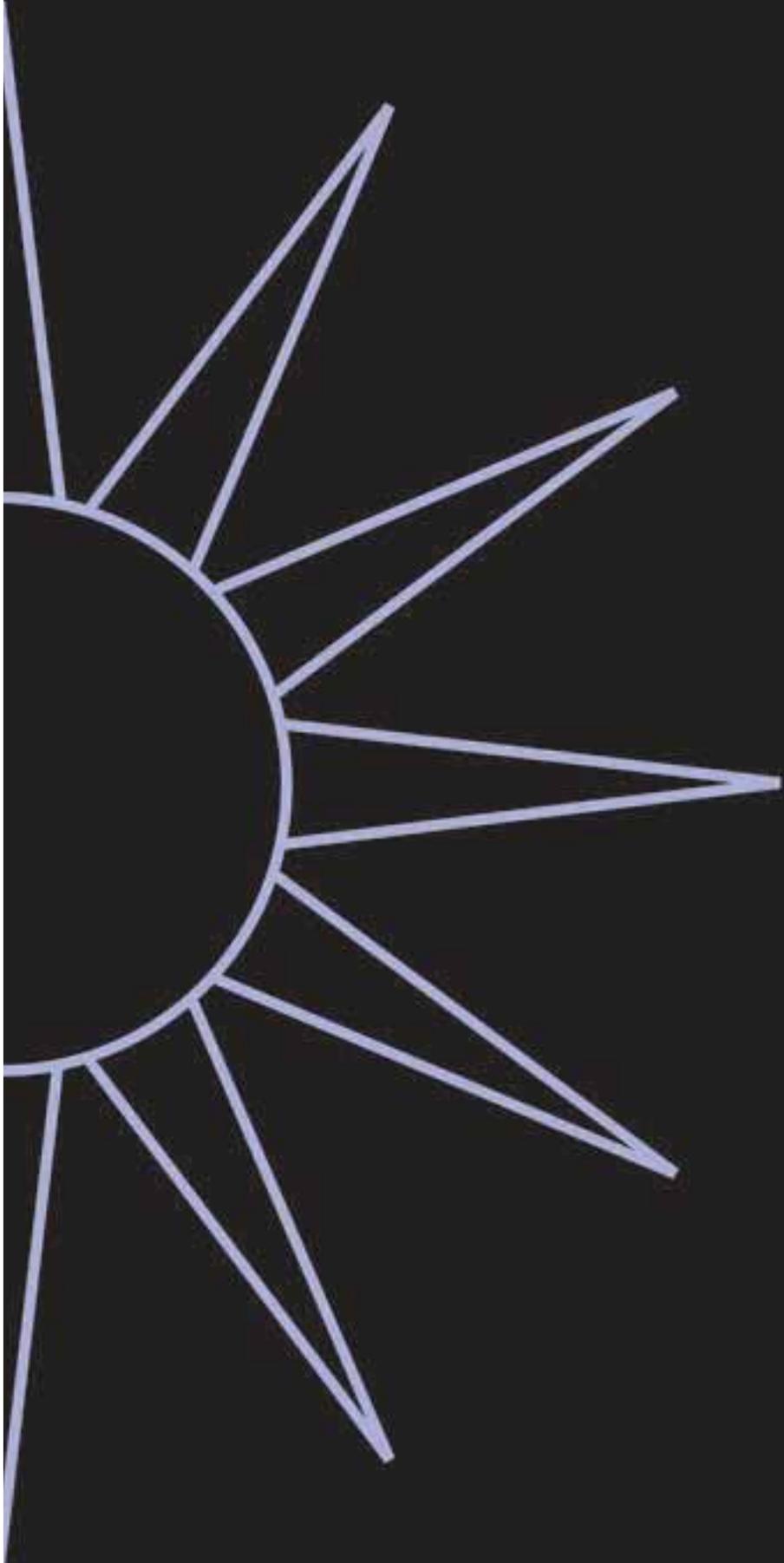


RADIOGRAPHY

Implementing Radiography Career Progression: Guidance for Managers

THE SOCIETY OF
RADIOGRAPHERS





R A D I O G R A P H Y

Implementing Radiography Career Progression: Guidance for Managers

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Anne Shaw

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207 Providence Square

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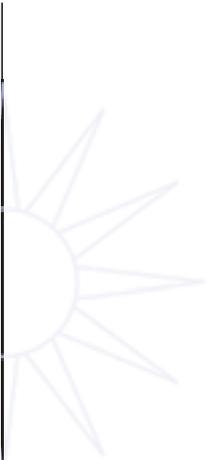
London SE1 2EW

Telephone 020 7740 7200

Facsimile: 020 7740 7233

E-mail: info@sor.org

Website: www.sor.org



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Foreword

The Society and College of Radiographers (SCoR) has developed this further implementation guidance to its Education and Professional Development (EPD) strategy in order to assist managers of clinical imaging and radiotherapy & oncology services. In the development of this document, managers within the profession have used their experience and their imagination to create an advice document which will support their colleagues in implementing the career progression framework.

At the same time, the professional body is publishing "*A framework for professional leadership in clinical imaging and radiotherapy and oncology services*". Used together, these two documents will do much to provide the information and support needed by managers to prepare for the future.

List of Contributors

Ann Cattell, ex-Chief Executive Officer, with advice from service managers and supported by the following Officers of the Society and College of Radiographers:

Charlotte Beardmore, Professional Officer, The Society and College of Radiographers

Anne Shaw, Professional Officer, The Society and College of Radiographers

Kim Sandford, Regional Officer, The Society and College of Radiographers

1. Introduction

The SCoR recognises the vital role played by clinical imaging and radiotherapy and oncology managers, in collaboration with others, in delivering high quality services which:

- Respond to patients' and the public's needs and expectations;
- Accord with statutory and professional obligations;
- Support key values of equity and diversity;
- Offer opportunities for professional development;
- Are sustainable in a changing environment;
- Develop in line with future demands.

The document builds upon a number of SCoR and other publications. For brevity, these will not be reproduced here but will be appropriately referenced and can be found at www.sor.org

2. Career Progression Framework

The modernisation of the NHS is dependent upon the development of a workforce capable of delivering high quality, patient centred care. Practitioners in both clinical imaging and radiotherapy and oncology services are key members of the inter-professional health care team. It is therefore essential that those practitioners re-define their roles to embrace innovative ways of providing services to the benefit of patients and the service.

The career progression framework is set within the context of health service and education developments, recent and proposed changes to legislation and is based on SCoR vision of more structured arrangements for accreditation of all involved in the provision of healthcare.

The Career Progression Framework:

1. Defines radiographic teams by the skills and competencies that best deliver the patient or client's needs;
2. Maintains practice standards and develops the inherent potential of all staff involved in imaging and radiotherapy services;
3. Promotes new and extended roles, encourages lifelong learning, and offers challenging and rewarding careers;
4. Widens the routes of access to clinical careers and improves recruitment and retention of the radiographic workforce.

The SCoR's Education and Professional Development strategy promotes widening access to the profession, flexible career pathways to include the development of new roles and encourages access to individual modalities via direct entry to practise at the professional level. The strategy recognises the need to extend the recruitment pool and to ensure that highly skilled professionals are retained within the clinical and service setting. It also advocates that pre and post registration education and professional issues are addressed within strong education and service partnerships that support continuing responsiveness to service developments. In order to best protect the public, the strategy envisages a broader more collaborative working relationship between the professional body, the Health Professions Council (HPC) and other agencies involved in the accreditation of radiography programmes that prepare practitioners for all levels of practice. A system of joint accreditation and registration of all practitioners is advocated.

The SCoR considers that an appropriate model for future radiographic service delivery will be based upon contributions from staff educated and trained to competency levels associated with the roles required for effective and responsive service delivery.

The model can be structured as follows:

Manager	Overall service delivery (see Appendix 1)
Consultant Radiographer	Expert clinical leadership in a specific area (see Appendix 2)
Advanced Practitioner	Advanced clinical skills in a specific area (see Appendix 3)
Radiographer Practitioner	General skills (see Appendix 4)
Assistant Practitioner	Specific task related skills supervised by registered practitioners (see Appendix 5)
Support Worker	General/specific support skills (see Appendix 6)

Levels of practice are defined as service managers, consultant radiographer practitioners, advanced practitioners, practitioners, assistant practitioners, helper/support staff. Such members of the team will collaborate with others to achieve high quality service delivery, which includes best professional practice, resource management, learning and research.

It is expected that role profiles/job descriptions will pay particular attention to the requirements of the HPC, the SCoR recommendations for education and training, National Occupational Standards and the NHS Knowledge and Skills Framework.

It is further expected that all involved in radiographic practice will contribute, according to their level of practice, to ensure:

- Adherence to all relevant statutory and professional obligations to ensure safe and effective practice which is responsive to patients'/clients' needs;
- That relevant research and audits are carried out to develop evidence-based practice, appropriate systems and policies and to ensure compliance with practice standards, systems and procedures;
- Effective professional standards are developed and maintained through continuing professional development and critical appraisal of performance;
- Active involvement in the development of future services for clinical imaging and radiotherapy and oncology that take account of the needs of the local population;
- Effective team working within and beyond the service delivery arena;
- That effective learning can be accomplished at all levels of practice.

3. Indicative Job Profiles

The Job Evaluation Working Party (Jewp) established under Agenda for Change has developed and agreed a number of job profiles. Some have been developed specifically for the radiography workforce and it is not anticipated that further radiography profiles will be developed in the foreseeable future. It may be appropriate to refer to other profiles for guidance, especially when considering roles that have a multi-disciplinary emphasis.

In many cases an exact match to a national profile cannot be achieved and therefore the job must be subjected to a Job Analysis Questionnaire and job evaluation from first principles. This job description should be developed in partnership between the post holder and their manager. The job profiles can be viewed and downloaded from the Society's website at www.sor-afc.org

4. Supporting the radiographic workforce in skills development

4.1 Preceptorship

Preceptorship is a short-term process of support and guidance offered to an individual during the first months of a new or significantly different role. The process of preceptorship can be usefully applied to support staff throughout the career framework.

A model of preceptorship has been tried and tested within the skill mix projects (Department of Health 2003 *Radiography Skills Mix: A report on the four tier service delivery model*)

4.2 Clinical supervision

Clinical supervision is an ongoing process by which the qualified independent practitioner benefits from peer support, review and guidance directed towards maintaining and developing the individual's excellence and independence in a particular role. The process should be continuous and focuses primarily on the applied practical experience of the independent practitioner. A healthcare practitioner should receive and may provide clinical supervision in accordance with role and experience.

The SCoR position statement in regard to clinical supervision has been published (CoR 2003) along with the SCoR framework (CoR 2003) *A model for clinical supervision* has also been developed as part of the skill mix projects.

4.3 Continuing professional development (CPD)

For practitioners there is a professional requirement to maintain competence to practice and a CPD portfolio. CPD is essentially a private activity, although requiring employers' support, that encourages and fosters a personal commitment to maintaining competence in the current role and preparing for professional advancement. The individual may draw on the CPD portfolio when preparing for personal development review. CPD is a lifelong process of continuous learning arising from structured reflection on current practice, career and personal aspirations.

The policy and strategy for CPD are further explored in *Continuing Professional Development: Quality in the new NHS* (DH 2000) and in the CoR publication *A Strategy for Continuing Professional Development* (2003).

Appendix 1

Service Managers

Service managers have overall responsibility for planning and delivery of current and future services that are responsive to needs and within available resources underpinned by relevant specialist knowledge and skills.

It is expected that such roles will require significant emphasis on the following:

- Communication and relationship skills;
- Leadership of service and personnel;
- Knowledge, training and experience;
- Analytical and judgemental skills;
- Planning and organisational skills;
- Overall responsibility for patient/client care;
- Responsibilities for policy and service development;
- Responsibilities for financial and physical resources;
- Responsibilities for human resources;
- Freedom to act.

Those wishing to develop their skills towards a service manager role would be expected to undertake and gain experience in the management of a particular section or area or other management roles. They would also undertake appropriate management development in addition to extensive clinical skills.

Those appointed will:

- Be educated /trained to BSc(Hons) or equivalent;
- Be registered with the Health Professions Council (HPC)
- Show evidence of management and leadership development through CPD, specific management programmes (eg Diploma in Management Studies, Masters of Business Administration) and relevant experience;
- Offer and receive clinical supervision or appropriate peer support;
- Will act as preceptor/mentor as required.

Indicative job profiles for managers

The job roles of managers are diverse and relevant job profiles could be found within Bands 7 to 9 under job evaluation. Senior radiography managers within the service whose job profile is evaluated as Band 9 are likely to have strategic multi disciplinary or multi agency responsibilities. They may have responsibilities related to service development across the local health economy involving primary and acute health care sectors. At present, there are no Band 9 profiles that can be referenced but these posts are likely to have high levels of freedom to act combined with a highly specialist knowledge and experience underpinned by formal qualifications equivalent to Masters' level as a minimum.

Appendix 2

Consultant Radiographers

A consultant practitioner provides clinical leadership within a specialism or area of service, bringing strategic direction, innovation and influence through practice, research and education, based on specialised knowledge and skills.

Consultant job descriptions are developed as a response to service need. The process of identifying a role for a consultant practitioner is rigorous. Criteria for consultant practice were first outlined in *Meeting the Challenge: A strategy for the Allied Health professions* (DoH 2000).

Such roles will nominally comprise at least 50 per cent clinical work and significant work on research and development, audit, education and training of others, and policy and practice development.

It is expected that such roles will require significant emphasis on the following:

- Communication and relationship skills;
- Knowledge, training and experience;
- Professional leadership within specialism;
- Analytical and judgemental skills;
- Planning and organisational skills;
- Physical skills;
- Responsibility for patient/client care;
- Responsibilities for research and development;
- Freedom to act;
- Emotional effort.

Those appointed will:

- Be educated/ trained to BSc(Hons) or equivalent;
- Be registered with HPC;
- Be accredited by CoR;
- Show evidence of expert practice, relevant research and audit, education of others in chosen area, through Masters level education, CPD, experience and research;
- Have achieved or be undertaking doctorate level development;
- Have achieved or be undertaking leadership development;
- Offer, provide and receive clinical supervision;
- Act as preceptor/mentor as required.

Indicative job profiles for Consultant Radiographers

Job profiles have been developed for Consultant Radiographers and can be referenced through the SoR website. However, it is evident that there is a great diversity among roles that have been developed at Consultant Radiographer level. Although the common strands stated within *Meeting the Challenge* will be evident in all posts at this level, the specific nature of each post almost inevitably requires a full evaluation to be undertaken.

Appendix 3

Advanced Practitioners

An advanced practitioner, autonomous in clinical practice, defines the scope of practice of others and continuously develops clinical practice within a defined field.

Advanced Practitioners work in a specific area of expert clinical practice and are involved in delivering specialist care to patients. They also contribute to the evidence base and the development of other staff, act as an expert resource for their particular field of practice and demonstrate team leadership

Postgraduate courses exist to support advanced practice in clinical imaging and radiotherapy and oncology. Examples include biopsy techniques, reporting skills, on-treatment review and interventional techniques and activities. Other courses, that are modality specific, promote skills and knowledge development in magnetic resonance, nuclear medicine and ultrasound. Finally there are courses designed to support the development of the advanced practice radiographer to deliver specific aspects of care; eg trauma radiography, paediatric radiography, breast care services, counselling and management skills for health professionals

Those appointed will:

- Be educated / trained to BSc(Hons) or equivalent;
- Be registered with HPC;
- Show evidence of advanced knowledge and skills in particular area of practice such as clinical specialty, management of a section, education of others and research through Masters level education, CPD and experience;
- Receive and offer clinical supervision;
- Act as preceptor if required;
- Be expected, after significant experience at advanced practitioner level, to decide a future career plan and development that leads to either:
 - Consultant Practitioner, Service Manager or Educator roles,
or
 - Continues to maintain and develop their advanced practice skills and knowledge within their chosen field.

Indicative Job Profiles for Advanced Practitioners

A small number of profiles have been developed but due to the diversity of roles at this level of practice it is likely that each post at this level will need to be evaluated. It is not the nature of the 'specialism' that indicates that the individual is an advanced practitioner but, in particular, their ability to make judgements commensurate with a high level of 'freedom to act'. There will also be a requirement for knowledge, gained at postgraduate level, to underpin their clinical practice.

Appendix 4

Radiographers

A practitioner in radiography autonomously performs a wide-ranging and complex clinical role; is accountable for his or her own actions and for the actions of those they direct.

The role of practitioners is to undertake a wide range of both simple and complex imaging examinations or radiotherapy and oncology treatments on the full range of patient types and conditions and in a variety of settings. The scope of practice of a practitioner might include:

- Plain Film, CT, MRI, Nuclear Medicine or other imaging examinations;
- Performing contrast media studies;
- Localising, planning and/or delivering radiotherapy treatment;
- Providing advice and support to patients during courses of radiotherapy

Practitioners work independently in a variety of clinical settings; supervise, authorise and direct assistant practitioners, students, support staff and other clinical professionals; justify examinations and treatments, determine appropriate views, plans and treatments, agree repeat or additional images and monitor responses to treatments. Practitioners may act as both operator and practitioner under IR(ME)R 2000.

Practitioners also have a remit in training. They are involved in the clinical supervision of students and contribute to their training. Similarly, they contribute to the development of assistant practitioners

Those appointed will:

- Be educated / trained to BSc(Hons);
- Be registered with the HPC;
- Undergo a period of preceptorship on qualifying;
- Undertake CPD;
- Be expected to progress following the period of preceptorship (within two years) to more advanced roles through planned CPD;
- Receive and may offer clinical supervision.

Indicative job profiles for Radiographer Practitioners

The job profiles developed by the Job Evaluation Working Party describe the level of practice of a newly-qualified graduate radiographer. It is expected that the practitioner will undergo a process of preceptorship on taking up their first appointment and on taking up an appointment in a new environment. The preceptorship period allows the practitioner to develop their confidence and to hone their decision making and judgemental skills to a level at which they demonstrate independent and autonomous practice.

This is evidenced in practice by undertaking emergency and out of hours duties and supervising other members of the workforce. Therefore the job profiles of radiographer practitioners will span across at least Band 5 and 6 of the pay bands.

Appendix 5

Assistant Practitioners (clinical imaging, mammography or radiotherapy)

An assistant practitioner performs non-complex, protocol-limited clinical tasks under the direction and supervision of a registered radiographer.

The role of the assistant practitioner is to directly contribute to patient care by undertaking non-complex examinations or treatments under the supervision of their registered radiographer colleagues. The employment of assistant practitioners assists in delivering timely care to patients and releases registered practitioners to utilise higher level clinical skills more appropriate to the practitioner role and for the greater benefit of patients.

Assistant practitioners in clinical imaging, mammography and radiotherapy undertake specific tasks related to professional services such as specific images or treatment procedures on selected patients and clients, under the supervision of a radiographer, in accordance with agreed protocols and for which they have been specifically trained.

Those appointed will be:

- Educated /trained to a minimum of NVQ level III or equivalent, commensurate with achieving learning outcomes that meet the occupational standards relevant to their specific roles;
- Accredited and registered by SCoR.

Indicative job profile for Assistant Practitioners

The assistant practitioner role is a relatively recent development and therefore only one profile exists placing the Assistant in Band 4 of the pay spine. This recognises the contribution made by the Assistant Practitioner in delivery of the service by their ability to undertake tasks directly related to image acquisition or treatment delivery.

Appendix 6

Support Workers (Helpers)

Support staff undertake general or specific support roles such as clerical and administrative duties and/or clinical support for patients and clients.

Those appointed will be:

- Educated /trained to NVQ level II or equivalent

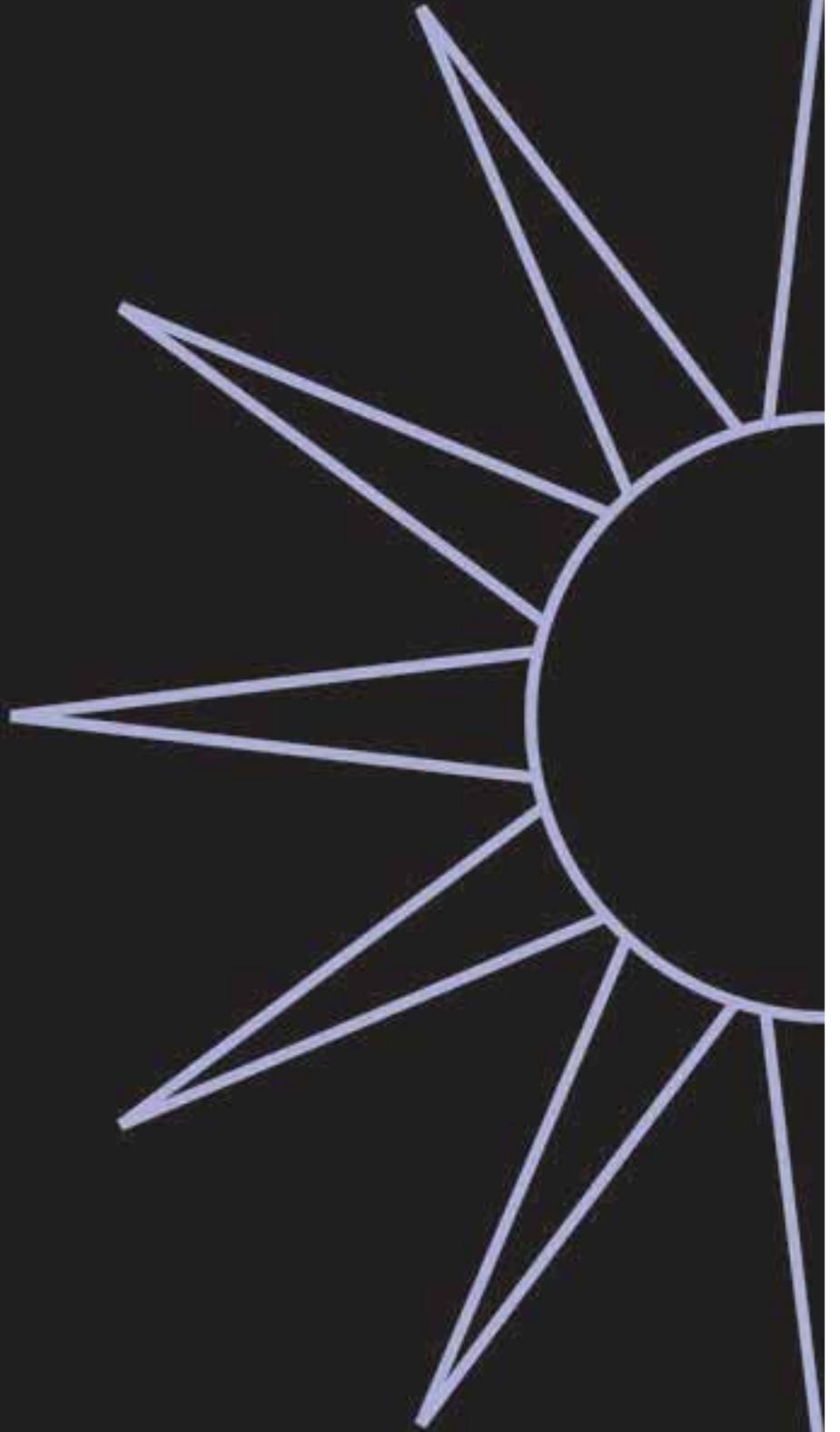
Indicative job profiles for Clinical Support Worker, Higher Level

A number of profiles have been developed that are relevant to this level of practice. The job profile may indicate the requirement to support patients during clinical procedures in addition to administrative and clerical duties specific to the function of an imaging or radiotherapy department.

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