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A Framework for Professional Leadership in Clinical Imaging and Radiotherapy and Oncology Services

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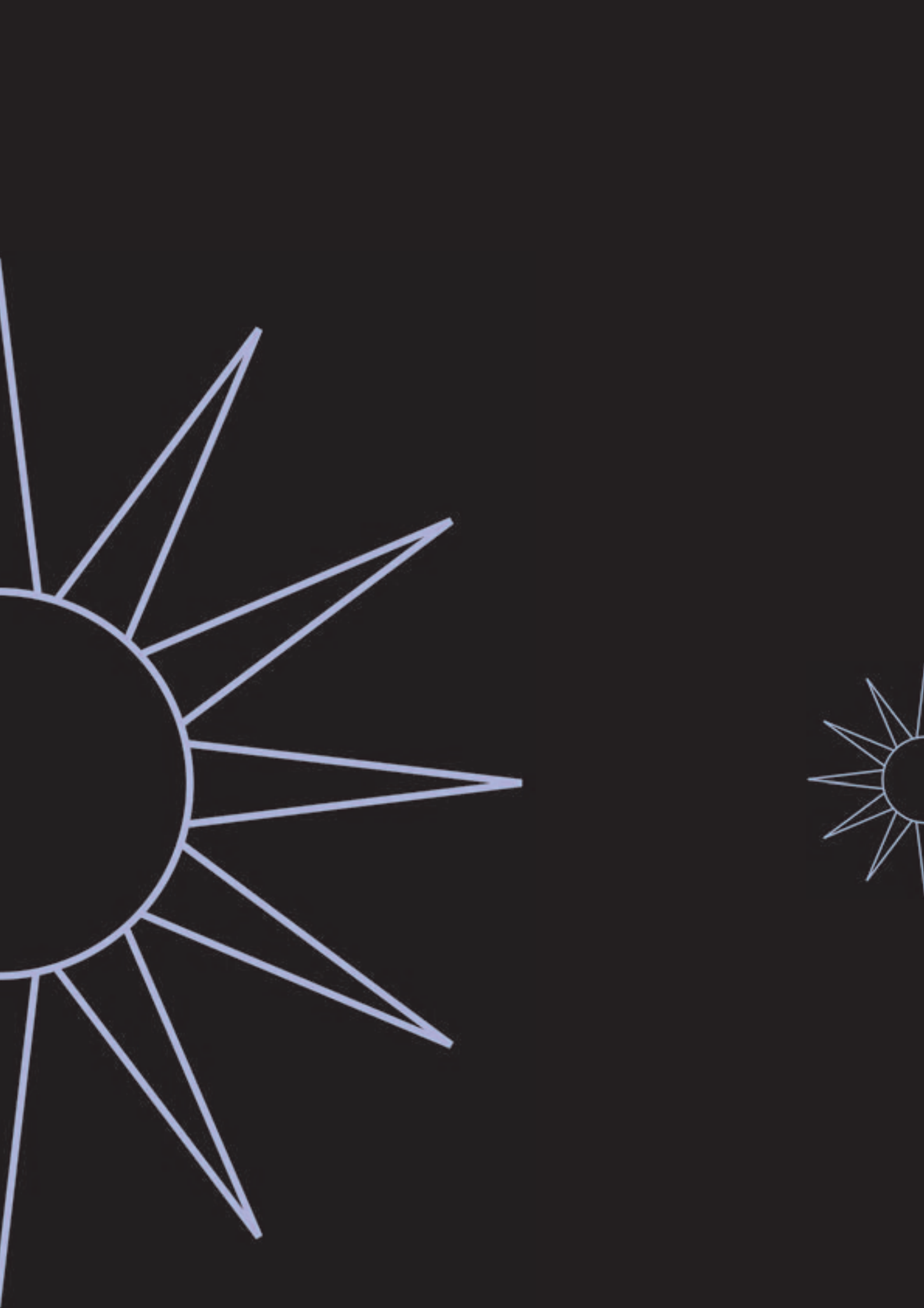

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A Framework for Professional Leadership in Clinical Imaging and Radiotherapy and Oncology Services

College of Radiographers' Responsible Officer:
Christina Freeman
First edition
May 2005
ISBN 1 871101 18 2
£15 to SCoR members
£25 non-members

The College of Radiographers
207 Providence Square
Mill Street
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

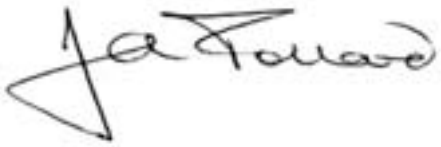
In 2003 The College of Radiographers published *A Curriculum Framework for Radiography*. Many contributed to this major piece of work and it was during the final preparations of this work that it became obvious that a supplement needed to be written to provide a framework for professional leadership in Clinical Imaging and Radiotherapy and Oncology Services.

This document should be read alongside other relevant advice and guidance issued by The Society and College of Radiographers. In particular, *A Curriculum Framework for Radiography* (CoR 2003) since the document emerged from the framework and there are commonalities of style and purpose. Of particular interest for managers, too, will be the recently published document *Implementing Radiography Career Progression: Guidance for Managers* (CoR 2005).

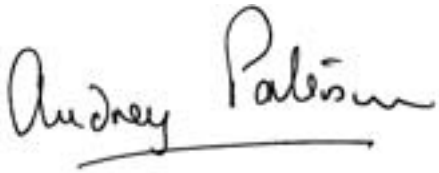
Clinical demand has been such that the scope of practice encompassed within Clinical Imaging and Radiotherapy and Oncology Services is now so diverse and is expanding and developing at such a rate, that professional leadership is paramount to continuing successful developments.

This document provides information and support to managers and leaders with respect to professional leadership. The main body of the document provides information on the competence for leaders at all senior levels of practice and the appendices to the document provide separate competence outcomes for Service Managers (Appendix A), Consultant Practitioners (Appendix B) and Advanced Practitioners (Appendix C).

It must be emphasised that this is a framework document and, as such, does not presume to include an exhaustive list of competences required by radiography leaders, rather it aims to support those involved in providing professional leadership in Clinical Imaging and Radiotherapy and Oncology Services.



Mrs Ann Pollard,
President



Professor Audrey Paterson,
Director of Professional Policy

Introduction

1.1 This is a tool to help leaders working within radiography services and their managers determine the expectations of senior radiography staff.

1.2 The importance of the tool is that it sets out to highlight the key competence expectations for senior radiography staff within the context of issues that are relevant to the delivery and commissioning of modernised radiography services. For example, it highlights key competence related to; service management, patient centred care, interprofessional team working, evidence-based practice, quality improvement and informatics. Consequently, this tool is designed to set benchmarks for radiography leaders so that, within the management function, they demonstrate their contribution to improved patient care in the context of the NHS Plan.

1.3 The guidance entitled *A Curriculum Framework for Radiography*, 2003 outlined the expectations and outcomes for radiography staff mainly in terms of educational competencies and for the various levels of practice. This document builds and extends on that framework outlining the further management competence outcomes for radiography leaders at the more senior levels of practice, namely, advanced, consultant practitioner levels and service managers. This document should be used in conjunction with the curriculum framework.

1.4 This tool is designed to be supportive of any generic competence framework developed on the basis of occupational standards and therefore should be used in conjunction with any such 'generic' framework where it exists.

1.5 The outcomes in the competence tool are set out under nine broad themes. They are:

- Leadership
- Workforce development
- Interprofessional and interagency working
- Clinical governance
- Patient access and choice
- Corporate governance including staff governance
- Performance management
- Commissioning and development of services
- Communication and knowledge management

1.6 The professional body recognise that the majority of practitioners within the profession will need to remain clinically active. However, effective service delivery demands that some radiographic staff specialise in management[1], research and education roles. The career pathway model outlined in the *Strategy for Education and Professional Development* (CoR, 2002) and additionally in *Education and Professional Development Moving Ahead* (CoR 2003) is therefore applicable to those developing and specialising as radiography managers, researchers and educators as well as clinicians. The Society of Radiographers believes that the future development of the profession depends on the full implementation of the career pathway model.

[1]The Audit Commission in its 1995 report, *Improving Your Image*, concluded that radiographers are best placed to be managers of the service because of their knowledge of systems, staff, equipment and daily activities.

1.7 Consequently the career progression framework results in an overlap of competencies between the levels of practice. This skill mix ensures the development of flexible effective practitioners who are able to practice competently within their particular professional setting because of their ability to apply their professional judgement, clinical reasoning and ethical principles whilst taking account of the broader organisational context of care.

1.8 The benefit of this approach to clinical governance is that all radiographic staff have an underpinning knowledge across the broad range of clinical, managerial, research and education skills from an early stage in their career thus laying the foundations for an integrated approach to service delivery and their effective contribution to service improvements relative to their level of practice.

1.9 The professional body expects that any radiographer wishing to specialise in a clinical, management, research or education role will undertake relevant post-graduate level study specific to that particular occupational role. The professional body's expectations on the education and organisational support for the various levels of practice are detailed in the curriculum framework and other associated documents.

2 Competence outcomes for radiography staff at the senior levels of practice

In this paper the senior levels of practice are defined as service managers, consultant radiography practitioners and advanced practitioners. Individuals will take overall responsibility for quality, research, information. Additionally they support specialist practice, clinical education and service delivery to include utilisation of human and financial resources where applicable. The distinction between a consultant practitioner and a service manager lies in their particular areas of expertise – the consultant's being in a specialised field of clinical practice. Appendices A, B and C make clear the distinctions

2.1 Leadership

2.1.1 Radiography leaders working within Clinical Imaging and Radiotherapy and Oncology Services should be able to develop and maintain effective relationships at all levels within the organisation and with other relevant external partners. Those working at higher levels should be involved in strategic planning and decision making within local Trusts, Primary Care organisations, the local health economy and nationally. They should be able to translate strategy into operational delivery plans, lead on significant pieces of work, such as process re-design and promote the development of integrated teams. The objective is to lead people through transformational change to develop and deliver better local services.

2.2 Workforce development

2.2.1 Development of the workforce must be reflected in Local Delivery Plans (LDPs) that specify the needs of the population and ensures equality and diversity. At the strategic level this requires continuous creativity and close partnership working. This is a logical process that:

- Identifies the development needs of individual workers;
- Develops a strategic plan to meet those needs;
- Facilitates developmental activities by assessment of both the individual and the team progress towards the strategic aims.

2.2.2 Staff working in Clinical Imaging and Radiotherapy and Oncology Services must be able to access training and continuing professional development to be able to develop the different skills that would enable flexibility and the development of new roles, to include consultant roles, in line with service needs. This requires greater involvement of all staff in life-long learning, clinical supervision, and decision-making and in influencing how local Clinical Imaging and Radiotherapy and Oncology Services are delivered. A commitment to and involvement in local and national recruitment and retention activities is important to support this principle.

2.2.3 Managers have a particular responsibility for provision of the workforce of the future and therefore need to work strategically with Strategic Health Authorities, Education Commissioners and Higher Education Institutions to ensure that provision is made for the correct numbers of suitably trained and educated staff. Long term plans for workforce development must identify appropriate education and training to support roles that are fit for purpose and practice. Any underpinning education and training should provide recognised qualifications that are transferable and lead to accreditation of the individual.

2.3 Interprofessional and interagency working

2.3.1 Staff working in Clinical Imaging and Radiotherapy and Oncology Services must ensure that they are practising to interprofessionally agreed objectives for providing excellent services that promote independence, self-esteem and social inclusion. This is predicated on a commitment to multi-professional and interprofessional working and working across organisational boundaries involving all stakeholders including patients and carers in the development of shared services. It is also necessary to apply whole systems thinking to

create and maintain effective working relationships, minimise the potential for conflict and developing strategies for dealing with any conflicts as they arise.create and maintain effective working relationships, minimise the potential for conflict and develop strategies for dealing with any conflicts as they arise.

2.4 Clinical governance

2.4.1 In accordance with the philosophy set out in the seven pillars of clinical governance, staff working in Clinical Imaging and Radiotherapy and Oncology Services must ensure that patients receive the highest quality of care within available resources and in a culture of continuous improvement. As far as possible, all services should be evidence based and should be delivered within a framework that sets out clear structures for professional and managerial accountability.

2.5 Patient access and choice

2.5.1 Radiography leaders are well placed to lead modernisation and improvements in care pathways. As such they must seek to extend and develop the capacity and range of services in line with the needs of the local health economy and in order to improve access to diagnosis and treatment. Those working at the highest level should be able to contribute to innovation in the planning of service delivery to tackle health inequalities whilst also providing choices for patients.

2.6 Corporate governance including staff governance

2.6.1 Radiography leaders should work within and contribute towards development of the framework that ensures that the organisation fulfils its obligations and duty of care for creating a safe environment for staff and patients, meets its clinical and financial objectives and satisfies necessary standards for accountability and probity. This includes using audits to assess the extent to which individuals and teams comply with agreed quality systems and procedures in addition to the use of appraisal, implementation of relevant legislation, ensuring safe systems of work and learning from adverse incidents.

2.7 Performance management

2.7.1 Radiography leaders must be clear about the targets for which they are accountable. They should be able to influence these targets to ensure that they are outcome-based, meet agreed standards and are delivered effectively. Consequently, managing one's own skills and time and that of subordinates to meet objectives, identifying problems, providing support and dealing with poor performance are all areas in which competence is necessary. This will link closely with individual performance criteria set out within the workforce development dimension.

2.8 Commissioning and development of services

2.8.1 Radiography leaders must ensure that commissioning is directly linked to service delivery and the needs of the local health economy as identified in the local delivery plan(s). Activities for which they are responsible must:

- Be driven by patient needs;
- Involve monitoring work activities;
- Include maintaining suitable work conditions;
- Ensure appropriate use of facilities;
- Implement and procure health technology;
- Continuously look for ways to improve.

Consequently, leaders should be directly involved in the commissioning and development of the service and for its proper integration with other health and social care agencies. Leaders need to be actively engaged with stakeholders including, for example, cancer networks and primary care trusts.

2.9 Communication and knowledge management

2.9.1 Leaders working within Clinical Imaging and Radiotherapy and Oncology Services should make effective use of a wide range of communication and knowledge strategies and be efficient in the management and use of information, including meeting standards for health informatics set out by the NHS Information Authority. Knowledge management includes clinical and business information, eg the information management & technology strategy for the service and local health economy and specific sets of information, eg standard datasets, cancer registry, performance indicators intrinsic to national strategies and NHS Knowledge and Skills Framework.

List of contributors

Members of the working party

Peter Milburn
Kate Parkin
Elizabeth Parcell
Pam Sangster
Janet Taylor

Supported by

Charlotte Beardmore	Professional Officer, The Society and College of Radiographers
Marie Bullough	Regional Officer, The Society and College of Radiographers
Ethna Glean	Professional Officer, The Society and College of Radiographers
Christina Freeman	Professional Officer, The Society and College of Radiographers
Anne Shaw	Professional Officer, The Society and College of Radiographers
Sue Shelley	Professional Officer, The Society and College of Radiographers

With consultation contribution from

Members of the South East Regional Managers Network
Carmen Cule
Sue Griffiths
Richard Price
Angela Duxbury
Ann Cattell
Richard Evans

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Appendix A
Competence outcomes for service managers

1 Leadership

Service managers will be able to:

- Provide effective leadership for the whole service with a focus on developing and maintaining effective relationships at all levels within the organisation and with other relevant external partners;
- Understand the implications and issues surrounding practicing at the boundary of recognised practice;
- Apply integrated management and clinical knowledge to challenging and novel situations affecting the service;
- Critically evaluate and apply a range of theoretical perspectives relevant to the needs of the service and to underpin decision-making;
- Contribute to the development of, and ensure adherence to, self-regulatory frameworks across the service/organisation;
- Enable others to understand the significance of developments in knowledge and practice.
- Facilitate colleagues to utilise evidence-based practice;
- Engender a philosophy of continuous professional development amongst colleagues, leading by example;
- Ensure the availability of education and training and other support mechanisms for individuals and the team;
- Develop strategies setting standards, objectives and targets for the service;
- Empower and engage staff at all levels to achieve improvements in services;
- Lead and support staff through transformational changes;
- Translate strategy into operations and delivery;
- Raise awareness of the profession internally and externally;
- Develop policies and strategies for effective collaboration with other parts of the health care economy;
- Demonstrate advanced leadership qualities and exercise responsibilities beyond immediate management structure;
- Contribute to development of health care economy;
- Effectively communicate the strategic direction for the speciality/service area to secure support and commitment across the health economy;
- Achieve motivation and commitment in relation to targets delegating as appropriate;
- Encourage and enable creativity in others;
- Inspire commitment and enthusiasm in those to whom work has been delegated providing appropriate support;
- Alert policy makers to professional issues that may have implications for national initiatives;
- Contribute positively towards a clearly defined vision for the future of the organisation;
- Lobby to effect change at local, regional and national level;
- Influence the development of national and local policies and guidelines;
- Lead implementation strategy, policy and guidelines both nationally and locally;
- Ensure adherence to national regulation e.g. Health & Safety, IR(ME)R etc;
- Facilitate change and inspire new ways of thinking;
- Promote the development of effective integrated care teams;
- Provide professional leadership to the organisation or on behalf of the organisation externally;
- Provide support/leadership for radiographers working in other teams.

2 Workforce development

Service managers will be able to:

- Plan and develop workforce capacity and capability to ensure sufficient numbers of suitably trained and competent staff working in the right location and liberating the talents and skills of all the workforce so that all patients get the right care in the right place and at the right time;
- Develop local recruitment, retention and return strategies;
- Take responsibility for providing leadership and enhancing productive working relationships;
- Provide opportunities and support to enable staff to develop skills, knowledge and confidence to function at all levels within the organisation. Encourage staff to acquire new and advanced clinical skills by the extension of the scope of practice;
- Develop strategies for the skills mix to deliver the service including the safe and effective use of support staff in care delivery;

- Recruit and retain competent personnel to deliver the various service activities;
- Lead education training and workforce development across the entire service liasing with workforce development confederations, professional body and education institutions as appropriate;
- Delegate work to individuals and teams providing advice and support to enable them to achieve targets;
- Interpret Trust appraisal policy for implementation within the service;
- Proactively manage sickness, absence, poor performance and capability;
- Ensure all staff have a personal development plan incorporating evidence of CPD;
- Influence national policy agenda on Leadership and Succession Planning;
- Develop strategy for clinical supervision in line with relevant professional body guidelines;
- Ensure that workforce strategies are aligned to national initiatives, guidelines, National Service Frameworks and needs of the local health economy;
- Assess the future supply and demand of appropriately skilled staff;
- Work with Strategic Health Authorities and other key partners to ensure an integrated approach to workforce planning across the local health economy that is linked to partnership working and new models of care;
- Work on an interprofessional/multi-agency basis to develop strategies for ensuring equality, diversity and rights of staff;
- Ensure engagement in inter-agency agenda relating to the equality and diversity of staff;
- Ensure that recruitment and retention strategies take account of best practice;
- Act as a resource for education and training for other partners within the health economy.

3 Interprofessional and interagency working

Service managers will be able to:

- Demonstrate an ability to apply whole systems thinking to service delivery;
- Develop and manage strategies for safe and effective interprofessional collaboration across the health economy;
- Establish interprofessional and, where necessary, inter-agency protocols/guidelines that supports and promotes independence, self-esteem and social inclusion for all stakeholders;
- Network across the health economy identifying needs of various stakeholders;
- Develop and co-ordinate activities across and between inter-professional teams;
- Negotiate advanced goals within the inter-professional team;
- Influence decision making within and external to the service;
- Transcend boundaries to develop and sustain effective collaborative partnerships;
- Provide support for colleagues to actively network across the wider health care sector;
- Participate in and utilise outcomes from inter-professional/inter-agency evaluation and audit to effect continuous quality improvements;
- Co-ordinate and ensure patient involvement in service development;
- Lead high-level interprofessional and inter-agency meetings;
- Raise awareness of the profession in the wider arena acting as an advocate for the skills and competencies of radiographers;
- Promote the skills and expertise of the radiographic workforce;
- Continuously review skill mix, role extension and process design.

4 Clinical governance

Service managers will be able to

- Establish a clear professional and managerial accountability framework for the service;
- Establish effective structures and relationships with partners that are open and transparent;
- Actively participate in the development/revision of the organisation's governance frameworks including setting objectives for the service;
- Develop local systems for the development, dissemination and implementation of clinical policies, procedures and guidelines across the service;
- Actively participate in clinical/professional networks to ensure equality of quality care and to develop policies and guidelines;

- Utilise a variety of techniques to monitor and continuously improve the quality of service and to demonstrate that patients receive the highest quality of clinical care possible within the available resources;

- Demonstrate a commitment to development of the evidence base promoting the importance and benefits of evidence based clinical services;
- Establish clear communication networks to ensure that all staff have access to timely, accurate and relevant information to support clinical decision-making;
- Take a leading role in the specification and development of information technology systems to meet service needs, ethical and legal specifications and to meet the needs of the integrated health and social care economy;
- Contribute positively towards the evaluation of national initiatives determining its implications for local service delivery;
- Articulate clearly how roles and services are linked to one another and their contribution towards delivering key targets;
- Establish and regularly evaluate a system for induction, clinical supervision and professional support for all staff;
- Establish system for ensuring that all staff are able to adhere to professional codes of practice and standards and the Health Professions Council regulatory framework;
- Provide resources to ensure equitable access to education and training opportunities for all staff;
- Provide leadership to the interprofessional team identifying areas of potential risk within the service;
- Establish systems to protect the public e.g. reporting of adverse events, whistle blowing and child protection;
- Develop strategies to ensure that patients are involved in service decision-making processes through consultation and public involvement;
- Develop strategies to ensure that staff are able to support patient involvement, for example, trained to handle complaints, access to interpreters;
- Ensure systems are in place to ensure patients rights to privacy, dignity and confidentiality;
- Ensure that the service is able to achieve its clinical and financial objectives;
- Take responsibility for inspiring all members of the clinical team to create an open and transparent environment in which excellence in care will flourish;
- Determine the effective use of physical and financial resources across the service area;
- Ensure processes and quality assurance systems are in place for the introduction of new or changes to existing techniques, procedures, equipment and facilities;
- Develop robust systems for the interpreting and taking account of new statutory regulations and policies and identifying the implications and impact on local service and working practices;

5 Patient access and choice

Service managers will be able to:

- Work on an interprofessional/multi-agency basis to develop strategies for ensuring equality, diversity and rights of patients;
- Evaluate the impact of national initiatives to promote equality e.g. the Disability Discrimination Act and Race Relations (Amendment) Act;
- Collate and interpret data on capacity and demand to inform service planning;
- Develop policies and strategies that demonstrate public and patient involvement and its influence on delivery;
- Extend and develop the capacity and range of services;
- Develop strategies for improving the speed and convenience of access to the service;
- Ensure the service contributes towards the achievement of access targets;
- Demonstrate an expert knowledge of the issues that contribute to inequalities in the workplace.
- Contribute to the LDPs in conjunction with other key stakeholders;
- Ensure engagement in inter-agency agenda relating to the equality and diversity of patients.
- Contribute to development of local equality and diversity policy;
- Ensure services are responsive and accountable to the citizens who pay for them and the patients that use them, thereby strengthening patient choice;
- Enable and sustain improvements and modernisation to service delivery that meet the needs and aspirations of patients ensuring choice and involvement.

6 Corporate Governance including Staff Governance

Service managers will be able to:

- Contribute effectively to the delivery of the Corporate Governance Strategy;
- Lead and participate in the development of the corporate policies affecting the service e.g. IM&T,

Complaints etc;

- Promote and ensure adherence to corporate policies within the service;
- Establish a clear structure of managerial and professional accountability for all staff;
- Articulate clearly how the service is integrated within the organisation;
- Network with individuals who take lead responsibility for related services within the organisation and relevant external agencies e.g. Primary Care Organisations and Cancer Networks;
- Evaluate the systems in place to protect the public and ensure that staff deliver high standards of care;
- Ensure interpretation and implementation of relevant regulations for creating a safe environment;
- Formulate plans to improve facilities to meet health and safety and other relevant legislations for example radiation protection regulations;
- Adopt best practice in staff governance and to ensure discharge of duty of care functions e.g. Improving Working Lives, Working Time Directive;
- Formulate departmental/service equipment replacement plans;
- Ensure equipment is procured, commissioned and maintained within agreed corporate governance principles;
- Support and manage the efficient use of financial resources;
- Evaluate and negotiate relevant contracts and service level agreements;
- Direct and control the service so that it can achieve its objectives and meet the organisation's standards of accountability and probity.

7 Performance management

Service managers will be able to:

- Establish strategies to guide work within the service to include negotiating and agreeing objectives;
- Review and negotiate necessary resources;
- Evaluate and develop proposals for expenditure to achieve service objectives;
- Secure financial resources to support service plans;
- Demonstrate robust financial and resource management;
- Develop and use systems to provide data and information for performance management adhering to SMART principles;
- Collect, collate and use relevant health information to inform policy decisions and to support short, medium and long term strategic planning and implementation;
- Regularly evaluate performance and determining appropriate performance improvements levels and measures for the service;
- Provide evidence, monitor and review against relevant national standards;
- Influence the development of local and national standards;
- Recognise and take account of issues in the wider health economy that impact on the service.

8 Commissioning and development of services

Service managers will be able to, as appropriate:

- Lead on local commissioning process for radiography/oncology services;
- Be fully engaged in local delivery planning arrangements and the local modernisation agenda;
- Actively involved in the development of a shared vision for clinical imaging and radiotherapy and oncology services that takes account of the needs assessment of the local population and the need to deliver the NSFs and NHS Plan objectives;
- Involved in writing and agreeing business case proposals that clearly set out the justification for adequate resources;
- Work across departments and agencies to identify and plan services;
- Actively engage stakeholders to inform future services commissioning and delivery;
- Ensure that commissioning is evidence based;
- Develop and agree robust Service Level Agreements (SLAs) that are realistic and deliverable;

- Participate in the development of integrated teams within and across health, education and social care.

9 Communication and knowledge management

Service managers will be able to:

- Communicate effectively at all levels within the organisation and externally;

- Utilise information to support critical decision-making;
- Plan and develop the knowledge management and communication systems and networks within the service;
- Ensure adherence to regulations in relation to Informatics, knowledge management and data;
- Ensure resources are available to enable all staff to have access to, use of and training in informatics and IT;
- Contribute towards the organisation's information management and communications policy;
- Chairs meetings and committees;
- Adopts communication styles appropriate to listeners and situations, including selecting an appropriate time and place;
- Ability to write coherent and succinct reports/business plans taking into account the target audience.

Appendix B
Competence outcomes for consultant practitioners

1 Leadership

Consultant practitioners will be able to:

- Provide effective leadership for the specialised area of service with a focus on developing and maintaining effective relationships at all relevant levels within the organisation and with other relevant external partners;
- Understand the implications and issues surrounding practicing at the boundary of recognised practice;
- Apply integrated clinical knowledge to challenging and novel situations affecting their area of practice;
- Critically evaluate and apply a range of theoretical perspectives relevant to the needs of the area of practice and to underpin decision-making;
- Contribute to the development of, and ensure adherence to, self-regulatory frameworks affecting their area of practice;
- Enable others to understand the significance of developments in knowledge and practice;
- Facilitate colleagues to utilise evidence-based practice;
- Contribute towards developing strategies, setting standards, objectives and targets for their part of the service;
- Empower and engage staff at all levels to achieve improvements;
- Demonstrate advanced leadership qualities and exercise responsibilities beyond immediate area of practice;
- Collaboration with and contribute to development of health care economy;
- Effectively communicate the strategic direction for the speciality to secure support and commitment across the health economy;
- Encourage and enable creativity in others;
- Inspire commitment and enthusiasm in those to whom work has been delegated providing appropriate support;
- Alert policy makers to professional issues that may have implications for national initiatives;
- Lobby to effect change at local, regional and national level;
- Influence the development of relevant national and local policies and guidelines;
- Lead implementation strategy, policy and guidelines both nationally and locally;
- Facilitate change and inspire new ways of thinking;
- Promote and contribute to development of effective integrated care teams;
- Provide professional leadership to the organisation or on behalf of the organisation externally.

2 Workforce development

Consultant practitioners will be able to:

- Take responsibility for providing leadership and enhancing productive working relationships for their area of practice;
- Encourage staff to acquire new and advanced clinical skills within their area of practice;
- Delegate work to individuals and teams providing advice and support to enable them to achieve targets;
- Contribute towards development of strategy for clinical supervision in line with relevant professional body guidelines;
- Act as a resource for education and training for other partners within the health economy.

3 Interprofessional and interagency working

Consultant practitioners will be able to

- Develop and manage strategies for safe and effective interprofessional collaboration;
- Establish interprofessional and, where necessary, inter-agency protocols/guidelines that supports and promotes independence, self-esteem and social inclusion for all stakeholders;
- Network across the health economy identifying needs of various stakeholders;
- Develop and co-ordinate activities across and between inter-professional teams;
- Negotiate advanced goals within the inter-professional team;

- Influence decision making within and external to the service;
- Transcend boundaries to develop and sustain effective collaborative partnerships;
- Provide support for colleagues to actively network across the wider health care sector;
- Participate in and utilise outcomes from inter-professional/inter-agency evaluation and audit to effect continuous quality improvements;
- Co-ordinate and ensure patient involvement in service development;
- Lead high-level interprofessional and inter-agency meetings;
- Raise awareness of the specialism in the wider arena acting as an advocate for the skills and competencies of radiographers.

4 Clinical governance

Consultant practitioners will be able to:

- Establish a clear professional and managerial accountability framework for the specialism;
- Establish effective structures and relationships with relevant partners that are open and transparent;
- Develop local systems for the development, dissemination and implementation of clinical policies, procedures and guidelines for the specialism;
- Actively participate in clinical/professional networks to ensure equality of quality care and to develop policies and guidelines;
- Utilise a variety of techniques to monitor and continuously improve the quality of service and to demonstrate that patients receive the highest quality of clinical care possible within the available resources;
- Demonstrate a commitment to development of the evidence base promoting the importance and benefits of evidence based clinical services;
- Take a leading role in the specification and development of information technology systems to meet their particular needs of the specialism, ethical and legal specifications and to meet the needs of the integrated health and social care economy;
- Contribute positively towards the evaluation of national initiatives determining its implications for local service delivery;
- Establish and regularly evaluate a system for induction, clinical supervision and professional support for staff;
- Establish system for ensuring that staff are able to adhere to professional codes of practice and standards and the Health Professions Council regulatory framework;
- Provide resources to ensure equitable access to education and training opportunities for all staff;
- Provide leadership to the interprofessional team identifying areas of potential risk within the service;
- Establish systems to protect the public e.g. reporting of adverse events, whistle blowing and child protection;
- Develop strategies to ensure that patients are involved in service decision-making processes through consultation and public involvement;
- Develop strategies to ensure that staff are able to support patient involvement, for example, trained to handle complaints, access to interpreters;
- Ensure systems are in place to ensure patients rights to privacy, dignity and confidentiality;
- Ensure that the service is able to achieve its clinical and financial objectives;
- Take responsibility for inspiring all members of the clinical team to create an open and transparent environment in which excellence in care will flourish;
- Determine the effective use of physical and financial resources for the specialism;
- Ensure processes and quality assurance systems are in place for the introduction of new or changes to existing techniques, procedures, equipment and facilities;
- Develop robust systems for the interpreting and taking account of new statutory regulations and policies and identifying the implications and impact on their particular specialism and working practices.

5 Patient access and choice

Consultant practitioners will be able to:

- Work on an interprofessional/multi-agency basis to develop strategies for ensuring equality, diversity and rights of patients;
- Assist in developing policies and strategies that demonstrate public and patient involvement and its influence on delivery;

- Modify and develop the capacity and range of services within their area of practice;

- Develop strategies for improving the speed and convenience of access to the service;
- Ensure the service contributes towards the achievement of access targets;
- Contribute to the Local Delivery Plans in conjunction with other key stakeholders;
- Contribute to development of radiography equality and diversity policy;
- Ensure services are responsive and accountable to the citizens who pay for them and the patients that use them, thereby strengthening patient choice;
- Assist in sustaining improvements and modernisation to service delivery that meet the needs and aspirations of patients ensuring choice and involvement;
- Work collaboratively with other stakeholders to smooth the care pathway.

6 Corporate governance including staff governance

Consultant practitioners will be able to:

- Contribute effectively to the delivery of the Corporate Governance Strategy;
- Promote and ensure adherence to corporate policies;
- Network with individuals who take lead responsibility for related services within the organisation and relevant external agencies e.g. Primary Care Organisations and Cancer Networks;
- Ensure interpretation and implementation of relevant regulations for creating a safe environment;
- Formulate plans to improve facilities to meet health and safety and other relevant legislations for example radiation protection regulations;
- Formulate equipment replacement plans for their specialist area;
- Lead on quality assurance initiatives and frameworks for their specialist area;
- Ensure equipment is procured, commissioned and maintained within their area of practice and to agreed corporate governance principles;
- Support and manage the efficient use of financial resources within the area of practice.

7 Performance management

Consultant practitioners will be able to:

- Establish strategies to guide work within their area of practice to include negotiating and agreeing objectives;
- Review and negotiate necessary resources;
- Plan and organise a number of complex activities or programmes, which may require the formulation and adjustments of plans or strategies for a unit, department or across a care pathway and/or professional and/or organisational boundaries;
- Evaluate proposals for expenditure to achieve objectives within their area of practice using appropriate outcome/performance measures;
- Use systems to provide data and information for performance management adhering to SMART4 principles;
- Collect, collate and use relevant health information to inform policy decisions and to support short, medium and long term strategic planning and implementation;
- Regularly evaluate performance and determining appropriate performance improvements levels and measures for their area of practice;
- Provide evidence, monitor and review against relevant national standards e.g. National Service Frameworks/Clinical guidelines;
- Influence the development of local and national clinical standards;
- Recognise and take account of issues in the wider health economy that impact on their area of practice;

8 Commissioning and development of services

Consultant practitioners will be able to:

- Assist with local commissioning process for radiography/oncology services;
- Be fully engaged in local delivery planning arrangements and the local modernisation agenda;
- Actively involved in the development of a shared vision with respect to their specialist area for clinical imaging and radiotherapy and oncology services that takes account of the needs assessment of the local population and the need to deliver the national service frameworks (NSFs) and NHS Plan objectives;

- Involved in writing and agreeing business case proposals that clearly set out the justification for adequate resources;
- Work across departments and agencies to identify and plan services;

- Actively engage stakeholders to inform future services commissioning and delivery;
- Ensure that commissioning is evidence based;
- Participate in the development of integrated teams within and across health, education and social care.

9 Communication and knowledge management

Consultant practitioners will be able to:

- Communicate effectively at all levels within the organisation and externally;
- Utilise information to support critical decision-making;
- Plan and develop the knowledge management and communication systems and networks within their area of practice;
- Ensure adherence to regulations in relation to Informatics, knowledge management and data;
- Contribute towards the organisation's information management and communications policy;
- Chairs meetings and committees;
- Adopt communication styles appropriate to listeners and situations, including selecting an appropriate time and place;
- Ability to write coherent and succinct clinical reports/business plans taking into account the target audience.

Appendix C
Competence outcomes for advanced practitioners

1 Leadership

Advanced practitioners will be able to:

- Act as an expert resource for their particular field of practice;
- Provide effective leadership for an area and/or section of the service taking account of relevant legal, ethical and professional frameworks;
- Apply management and clinical knowledge to challenging and novel situations affecting the area/section;
- Maintain an accurate overview of current advances in knowledge and practice, alerting others, where appropriate;
- Demonstrate effective professional self-regulation taking account of the limitations of self and the practice of other non-professional and professional members of the multi-disciplinary team;
- Critically review research evidence identifying the implications for practice;
- Critically evaluate and apply a range of theoretical perspectives relevant to the needs of the area/section and to underpin decision-making;
- Utilise a range of activities to evaluate and improve own practice and that of the team, and to improve service outcomes;
- Actively participate in the education and training and lifelong learning of others;
- Communicate effectively and involve all appropriate personnel in the decision making process;
- Contribute to the effective development of policies and strategy at local and organisational level;
- Be actively involved in strategy implementation for example leading on discreet projects, prioritising and delegating, as appropriate;
- Promote and engage teams to achieve objectives;
- Choose appropriate leadership style to deal with particular situations;
- Present a positive role model to other team members by demonstrating commitment to development activities;
- Contribute to the development of leadership skills amongst colleagues;
- Demonstrate an understanding of the different parts of the organisation, its goals and strategic aims and how it fits within its environment;
- Demonstrate an ability to access and interpret policy information;
- Contribute positively in local and national consultation exercises;
- Monitor for signs of stress within self and others and activate appropriate support mechanisms.

2 Workforce development

Advanced practitioners will be able to:

- Be aware of the skills and competencies available within the team and utilise effectively;
- Take responsibility for identifying and managing the development needs of teams and individuals in order to enhance performance;
- Engage in clinical supervision from an appropriate senior health professional and engage in the clinical supervision of colleagues;
- Demonstrate an in-depth knowledge of the profession and related career pathways and the responsibilities associated with various roles;
- Recognise the importance of developing own leadership skills and facilitate and support such development in others;
- Utilise personal development plans to support development of a culture of life-long learning.

3 Interprofessional and interagency working

Advanced practitioners will be able to:

- Implement goals to ensure achievement of local and national standards;
- Develop the trust and support of colleagues, team members and the manager;
- Monitor team dynamics and initiate action to enhance team effectiveness and to minimise interpersonal conflict;
- Act as a resource for providing education and training of others;
- Assess the performance of individuals and the team, providing feedback and planning developments to improve performance;

- Establish and lead interprofessional teams at specialist and service level;
- Promote patient focussed service provision that includes active patient involvement.

4 Clinical governance

Advanced practitioners will be able to:

- Ensure that staff understand the managerial and professional lines of accountability and operate accordingly;
- Support actively the dissemination and implementation of clinical policies, procedures and guidelines within the interprofessional team;
- Utilise a variety of techniques, in particular audit, to assess and monitor compliance with quality assurance systems;
- Alert appropriate personnel to areas of risk and provide training and support to minimise specific risks;
- Provide support to colleagues to ensure continuous quality improvements;
- Contribute actively to development of the evidence base and body of knowledge that informs professional and interprofessional team practice and service delivery;
- Use a variety of innovative approaches to implement learning from audit and other evidence towards development of practice;
- Contribute towards the development and implementation of service staffing polices particularly in relation to staff configuration;
- Take a lead in staff induction, appraisals and clinical supervision;
- Support individuals to develop their role and scope of professional practice working within relevant professional code and standards and the Health Professions Council's Regulatory Framework;
- Ensure compliance with national regulations e.g. Health and Safety, IR(ME)R etc;
- Use assessment, training, documentation and monitoring procedures as appropriate to manage clinical and non-clinical risks associated with commissioning and delivery;
- Develop reports on clinical performance and achievement of outcomes for the attention of interested parties;
- Provide active support in the implementation of strategies to enable patient involvement including consent to treatment;
- Empower patients to influence both service and personal care issues ensuring that complaints are handled sensitively and that individual patients' privacy, dignity and confidentiality are protected;
- Take responsibility for implementing and advising on frameworks for governance;

5 Patient access and choice

Advanced practitioners will be able to:

- Demonstrate an in-depth knowledge of the issues contributing to inequalities;
- Contribute positively to better understanding of the health needs of the whole community;
- Take a proactive role in promoting diversity in the workplace;
- Monitor capacity and demand;
- Demonstrate an understanding of service re-engineering and process-redesign methodologies;
- Monitor capacity and demand data and use to inform service re-engineering and process re-design;
- Contribute to improving the speed and convenience of access to healthcare;
- Contribute to the achievement of Access and Choice targets;
- Identify and implement processes to improve equality of opportunities for both patients and colleagues;

6 Corporate governance including staff governance

Advanced practitioners will be able to:

- Take responsibility for the purchase of some physical assets;
- Support and manage the efficient use of physical resources;
- Monitor and contribute to the formulation of departmental equipment procurement plans;
- Contribute to the quality assurance programme;
- Take responsibility for the management of physical resources in relation to a defined caseload or unit in collaboration with a consultant medical or consultant radiography colleague;

7 Performance management

Advanced practitioners will be able to:

- Maintain a focus on objectives ensuring that patient services meet requirements;
- Organise self and team in order to achieved prioritised care within the context of the relevant care pathway;
- Tackle problems and take advantage of opportunities as they arise;
- Priorities and reschedule time and resources as necessary;
- Delegate effectively including to other members of the multi-disciplinary team;
- Demonstrate an understanding of the business planning process;
- Contribute towards improvements in service delivery;
- Allocate work; agree objective and work plans with the wider team and individuals.

8 Commissioning and development of services

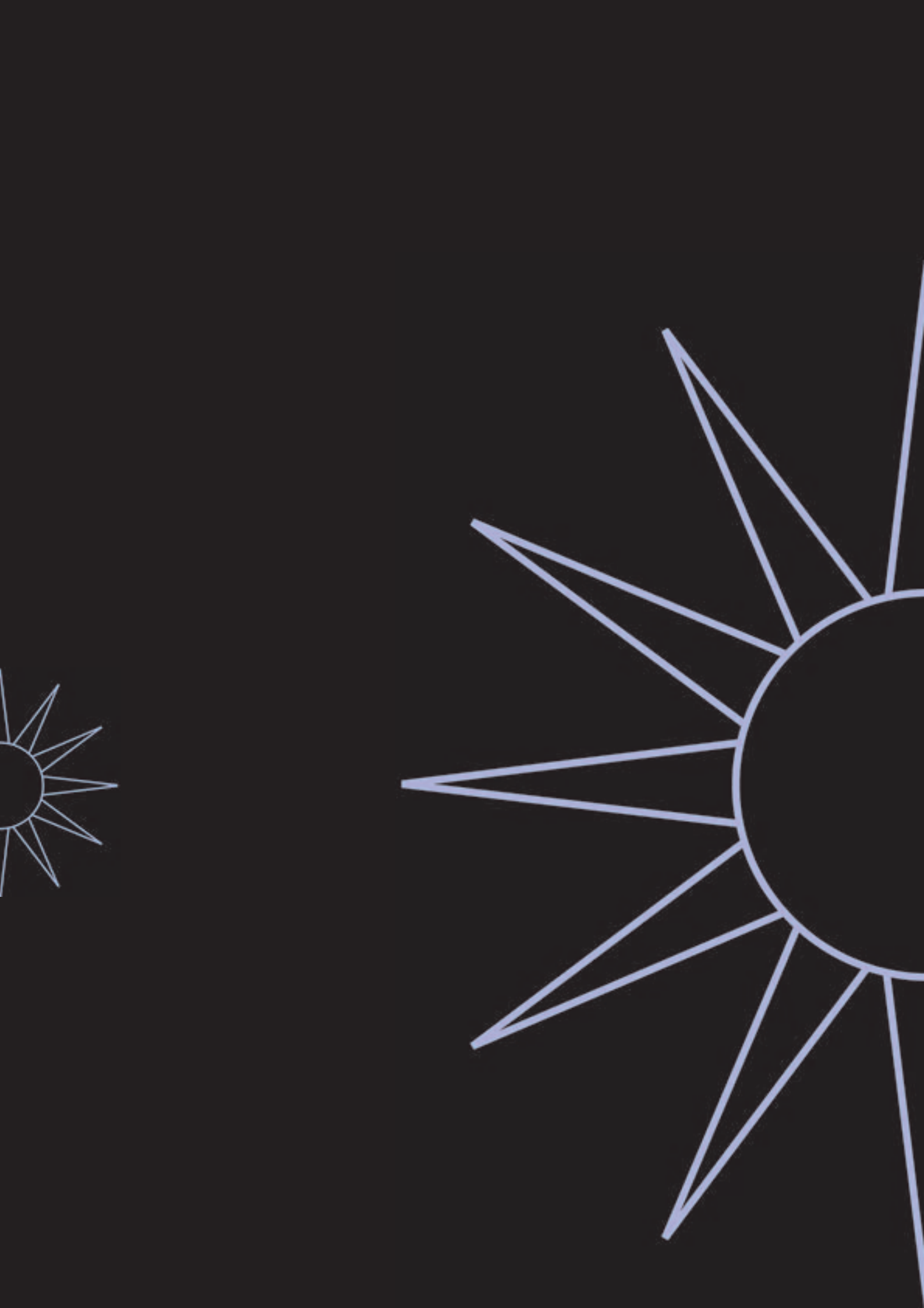
Advanced practitioners will be able to:

- Participate in stakeholder events and listening exercises related to commissioning;
- Support the service manager in the implementation of local business and financial functions and in commissioning, procurement and budgeting;
- Identify and justify changes to service and to develop appropriate strategies to make the best use of resources and technology in their specialist area in the interests of patients and to achieve optimum outcomes;
- Provide detailed information to justify the need for new resources to support commissioning of radiography/oncology services;
- Facilitate education and training to support the implementation of new services;
- Develop and authorise local policies and procedures setting standards for local work practices within the relevant statutory frameworks.

9 Communication and knowledge management

Advanced practitioners will be able to:

- Facilitate and lead meetings;
- Establish and supports information and communication networks;
- Use information to make sense of situations from a variety of perspectives to create realistic evidence based solutions;
- Communicate and disseminate widely through lectures, publications, posters, etc;
- Presents difficult ideas and problems in a way that promotes understanding and maintains interest;
- Manage difficult situation with complainants;
- Take a lead in initiating actions, and in making decisions in an assured manner;
- Communicate data effectively within interprofessional/organisational settings;
- Utilise data to influence positively;
- Interpret sense of data gathered from a variety of perspectives to create realistic evidence based solutions;
- Enhance the team's ability to use informatics to support and underpin clinical practice;



The College of Radiographers
Limited company registration number 1287383
Registered charity number 272505

First edition
January 2005
ISBN 1 871101 18 2
£15 to SCoR members
£25 non-members

The College of Radiographers
207 Providence Square
Mill Street
London SE1 2EW

Telephone 020 7740 7200
Facsimile 020 7740 7233
E-mail info@sor.org
Website www.sor.org