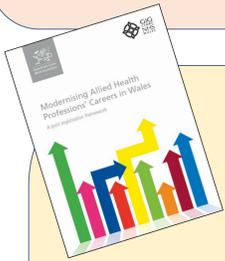


Implementing the Allied Health Professions (Wales) Career Framework; Lessons learned and implications for practice

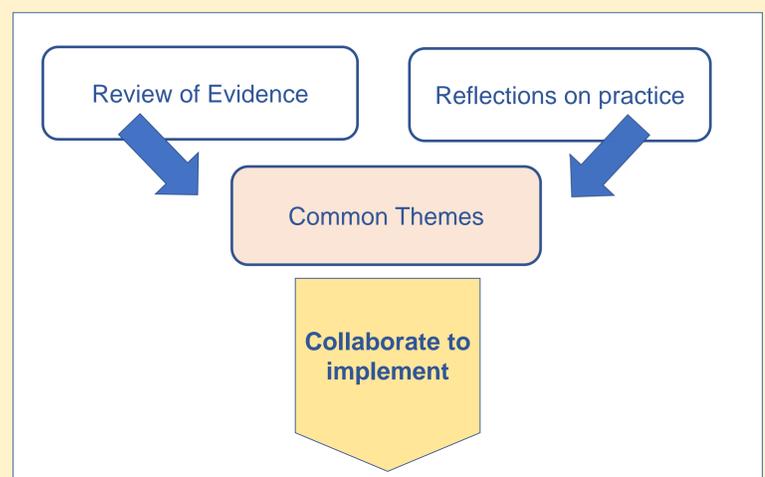


Background

- The career framework “Modernising AHP Careers in Wales” was launched in 2016.
- ABUHB OT Service developed documents to use alongside the framework setting out role expectations for each band
- We were asked to map the performance of the Learning Disability OT team against the documents
- Some hesitation in using the framework to self-evaluate performance was recognised in the team.
- The reasons for this were explored as part of an Msc Advancing Healthcare practice project, with a view to better understanding implementation and potential use of the framework.

What we did

- OT’s were asked to self-evaluate their performance in relation to the framework.
- Progress appeared slow and the Implementation stalled.
- A review of evidence about career frameworks was completed; this included journal articles, policies and health websites.
- A workshop was held with staff to gather the team’s reflections about the process.
- Clinical supervision and reflective journals were used to reflect on my role in the process as a leader.
- The emerging narratives and evidence base were explored to identify how to move forward.



What I learned

Evidence Review Findings

- Clear policy drivers for using career frameworks.
- There are potentially benefits to the service, patients and employees from their use
- Challenges include the potential for perceived threat to professional identity.
- Implementation and practical application of the framework is key.

Information from Practice

- The reasons why we were using the career framework and role expectations were important to the team.
- Some staff found the benchmarking process threatening at first; there was a perception of scrutiny
- The opportunity to voice concerns and reflections openly, enabled me to change my approach.
- Working collaboratively helped to shift perceptions of the process from a threat to an opportunity.

The impact on practice

For the team

- OT’s now use elements of the framework to support identifying development needs and consider career progression.
- The need for leadership skills is recognised at all levels - delegation skills, chairing meetings and supervision skills.
- More freedom to use a framework to suit individual needs, some OTs exploring the Career development framework (RCOT, 2017).

Leadership implications

- Recognised the importance of starting with “Why” (Sinek, 2009)
- Collaboration and getting team on board is essential to make changes.
- Giving greater freedom to team members to use the framework in their own style has had positive results
- Acknowledging my oversights has provided a rich learning opportunity.

References

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- Sinek, S. (2009). *Start with why: How great leaders inspire everyone to take action*. New York, N.Y.: Portfolio.
- Welsh Government (2016). *Modernising Allied Health Professions' careers in Wales: A post registration framework*. [online] Cardiff: Welsh Government.

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