

# PHYSIOTHERAPY LEADERSHIP PLACEMENT, SEPTEMBER 2020

Supervisor: Sandra Speller, AHP Lead and Professional Head of Therapies

Contact Details: [sandra.speller@nhs.net](mailto:sandra.speller@nhs.net)

01273 696011 ext 8228; 07917 642194

Supporting Clinical Leads: xxxxxx

xxxxxxx

Supporting Professional Leads: xxxxxx

xxxxxxx





*Excellent care at the heart of the community*

## Learning Objectives

- To gain an understanding of the breadth of leadership opportunities available for physiotherapy staff during their career
- to develop an understanding of senior structures in the organisation and across the local health and care system
- To gain an understanding of different leadership styles and the impact of leadership on patient outcomes and staff satisfaction
- To develop an understanding of the necessary leadership skills and attributes to support excellent healthcare services, using the NHS Leadership Model
- To begin to develop an understanding of self as a leader
- To undertake two projects working with Professional and Clinical Leads at SCFT, utilising own leadership skills and putting into practice learning
- To undertake clinical work and use this time to observe leadership in action in team settings, with staff and patients and put into practice some of the learning and skills gained on the placement in their patient interactions
- To be able to reflect on the impact of leadership styles - including their own, on patients and colleagues

## Suggested Reading

### Pre-placement

- SCFT Falls Workbook  SCFT Falls workbook 2020
- Community Rehabilitation (CSP) [https://www.csp.org.uk/system/files/publication\\_files/Right%20To%20Rehab%20Report%2C%20February%202020%20-%20web.pdf](https://www.csp.org.uk/system/files/publication_files/Right%20To%20Rehab%20Report%2C%20February%202020%20-%20web.pdf)
- Leadership in the NHS – why is it important  Leadership in the NHS - why is it important
- Leadership in Today's NHS (Kings Fund) [https://www.kingsfund.org.uk/sites/default/files/2018-07/Leadership\\_in\\_todays\\_NHS.pdf](https://www.kingsfund.org.uk/sites/default/files/2018-07/Leadership_in_todays_NHS.pdf)
- Professor Michael West on collaborative and compassionate Leadership (video) <https://www.kingsfund.org.uk/audio-video/michael-west-collaborative-compassionate-leadership>
- Effective leadership skills in healthcare (American paper) <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5774455/pdf/jhl-9-069.pdf>
- Understanding your own personal values <https://www.valuescentre.com/tools-assessments/pva/>

## Other Suggested Reading

- NHS Leadership Academy Leadership Model : <https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/>
- Trust and Leadership: <https://www.nhsconfed.org/~media/Confederation/Files/Publications/Documents/trust-me-im-a-leader.pdf>
- Compassionate Leadership and innovation [https://www.kingsfund.org.uk/sites/default/files/field/field\\_publication\\_file/Caring\\_to\\_change\\_Kings\\_Fund\\_May\\_2017.pdf](https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Caring_to_change_Kings_Fund_May_2017.pdf)
- Leadership and patient safety <https://www.health.org.uk/sites/default/files/HowCanLeadersInfluenceASafetyCulture.pdf>
- NHS Long Term Plan <https://www.longtermplan.nhs.uk/online-version/>
- Integrated Care Systems: what are they? <https://www.kingsfund.org.uk/publications/integrated-care-systems-explained>
- Leading in a virtual world: <https://www.kingsfund.org.uk/publications/leading-teams-virtually>
- Time to Think – Nancy Kline (if not available in university library I have a copy that can be borrowed)
- Review of current AHP Leadership [https://improvement.nhs.uk/documents/2904/Leadership\\_of\\_AHPs\\_in\\_trusts.pdf](https://improvement.nhs.uk/documents/2904/Leadership_of_AHPs_in_trusts.pdf)
- Developing AHP Leaders [https://improvement.nhs.uk/documents/6054/NHSI\\_DEVELOPING\\_AHP\\_LEADERS\\_FINAL.pdf](https://improvement.nhs.uk/documents/6054/NHSI_DEVELOPING_AHP_LEADERS_FINAL.pdf)
- AHPs into Action <https://www.england.nhs.uk/wp-content/uploads/2017/01/ahp-action-transform-hlth.pdf>
- Clinical Leadership [https://improvement.nhs.uk/documents/3702/Clinical\\_leadership\\_framework\\_Jan2019.pdf](https://improvement.nhs.uk/documents/3702/Clinical_leadership_framework_Jan2019.pdf)
- Leadership and inclusion in the NHS <https://www.leadershipacademy.nhs.uk/download/26877/>
- <https://www.csp.org.uk/frontline/article/being-leader-leadership-cpd>
- Improvement in healthcare <https://www.health.org.uk/sites/default/files/TheHabitsOfAnImprover.pdf>
- Why organisational improvement matters in healthcare <https://www.health.org.uk/sites/default/files/upload/publications/2019/The%20improvement%20journey.pdf>
- Embedding innovation across healthcare <https://www.health.org.uk/sites/default/files/upload/publications/2018/The-spread-challenge.pdf>
- <https://www.health.org.uk/publications/communications-in-health-care-improvement-a-toolkit>
- Carrying out evaluations <https://www.health.org.uk/sites/default/files/EvaluationWhatToConsider.pdf>
- Quality of care delivered by AHPs (2014) [https://www.health.org.uk/sites/default/files/QualityWatch\\_FocusOnAlliedHealthProfessionals.pdf](https://www.health.org.uk/sites/default/files/QualityWatch_FocusOnAlliedHealthProfessionals.pdf)
- Healthcare Leadership & Quality Improvement <https://www.bmj.com/content/bmj/368/bmj.m872.full.pdf>
- explore articles and blog posts on different leadership styles and traits – collective, servant, transactional, autocratic, compassionate, transformational: there are many!

# SCFT “THINK FALLS” PROJECT SUPPORT

## Student Project 1, September- October 2020

SCFT are getting ready to launch their “Think Falls” campaign for staff across both our community beds and our community teams. The Falls Steering Group are working with our Communications Department to prepare resources for this and the student involved with this project will help write, design and seek feedback – particularly from patients and their families.

### Project Objectives:

- To be a member of the ICU (intermediate care units) MDT subgroup, who are working to develop suitable staff and patient resources. These may include leaflets, posters and “quick guide” cards.
- To consider the best way to collect some patient and staff feedback on the resources quickly, design how you will do this and implement.
- After collecting feedback report back to the group, so changes can be made.
- Using the SCFT Falls workbook consider the key important facts about falls prevention that non-clinical staff and students/new band 5s need to know before they start to work on the ward and design a “key summary” document in conjunction with the Communications Team.
- Whilst working with the design MDT group use your reading and understanding of leadership to observe different styles of communication and leadership, and the impact this may have on outcomes. Use your reflections to write a piece for your CPD journal, and potentially write up as a case study for HEE/CSP.
- Arrange a meeting with University course leads to “pitch” the possibility of you sharing your work as a learning event in the coming term.

# SUPPORTING SCFT AHP LEADERSHIP DEVELOPMENT PROGRAMME

## Student Project 2, September- October 2020

As Chief AHP for SCFT I am keen to ensure our clinicians are supported from the start of their career journey to develop essential leadership skills, so they are able to take up the myriad of diverse opportunities that could be available for them – whether that be clinical, operational or professional, or a role outside traditional healthcare. I am working with a small group of senior clinicians who have sought opportunities to develop their own wider skills, to design a leadership support package. This project will need you to work with this group of clinicians and undertake some resource development for the programme.

### Projective Objectives:

- To develop some learning resources to help NHS staff and students understand
  - The NHS Long Term Plan
  - What Integrated Care Systems, AHP Councils, Faculties and PCNs are, and how they are designed to support the Long Term Plan
- This will mean – researching and summarising the NHS Long Term Plan for the target audience: “what does it mean for you and for patients?” and developing a resource package to help embed understanding. This can take any form you feel would work: be as creative as you like! Visual graphics, video resource, powerpoint, workbook – up to you! Work with the Communications Team to consider what, and how to do this
- Carry out some research into the growth of ICS’s, AHP Councils and Faculties nationally and locally to support the development of an easy guide for staff and students.
- Develop your project plan with appropriate time scales and link in with the project group to feedback and update on plans and progress, seeking support and advice as needed.
- Review the project group’s full plan, consider the planned resources and seek feedback from other final year students on the project. This will help the project group understand which would be most useful for newly qualified band 5s so we can build this feedback into the newly qualified staff development programme.
- Present your resources to the clinical team you are working with and develop an evaluation sheet to gather feedback
- Arrange a meeting with University course leads to “pitch” the possibility of you sharing your resources as a learning event in the coming term.

# PHYSIOTHERAPISTS IN LEADERSHIP POSITIONS: HOW DID THEY GET THERE?

Student Project 3, September- October 2020

## Projective Objectives:

- To review current available evidence on the necessary leadership qualities in senior AHP leaders, and the potential opportunities to develop skills at each point in a physiotherapist's career
- To use this information to develop a series of interview questions designed to explore the development journeys of physiotherapists in a variety of leadership roles. Contacts arranged to date include:
  - Head of Allied Health Professions - Professional & Systems Leadership (of The Chief Allied Health Professions Office for England)
  - Sussex ICS Workforce Lead for AHPs
  - Chief AHP SCFT
  - Deputy Chief Operating Officer SCFT
  - Associate Director of Transformation SCFT
  - Professional Leads of Physiotherapy SCFT

You may identify further staff you would like to interview, including University staff or the clinical leads supporting you on this, or other placements.

- Draw up a project plan with appropriate, realistic deadlines to support your work.
- Contact your interviewees and undertake the interviews using your developed format
- You will be expected to write up your findings and reflections on this work: consider the audience you are aiming for, and complete a journal article/ staff or university newsletter/blog post/ vlog appropriate for your target audience
- Complete a reflective piece on the skills you have utilised/developed through this process for your CPD record

# DEVELOPING SCFT UNREGISTERED STAFF TO BECOME CLINICAL EDUCATORS

Student Project 4, September- October 2020

To enable SCFT to be able to increase their number of student placements to support our HEI partners our physiotherapy professional leads are working with our Therapy Practitioners to develop their knowledge, skills and confidence to enable them to support students out on clinical placements. You will also have the opportunity to work with our Clinical Skills Facilitators to support the clinical learning for our band 3 and 4 staff.

## Project Objectives:

- To work together with the Professional Leads on developing this important work-stream, including planning and running a clinical educator session for our unregistered workforce.
- To offer the student perspective and engage fully in considering the impact on students to help ensure both students, clinical staff and our unregistered workforce are happy with the project plan.
- To develop a KAHOOT quiz to run as part of this session.
- To work with the clinical skills facilitators to plan virtual training sessions for our band 3 therapy support workers and be actively involved in the MS Teams Q&A sessions with staff
- Design a feedback presentation for students at the University of Brighton on the work you have undertaken with therapy support workers. You may also wish to write a journal article for the CSP or for our SCFT Leads newsletters.
- Whilst working with the Professional Leads and clinical staff use your reading and understanding of leadership to observe different styles of communication and leadership, and the impact this may have on outcomes. Use your reflections to write a piece for your CPD journal.