

CAREER DEVELOPMENT FRAMEWORK

FOR THE PERIOPERATIVE NURSING, MIDWIFERY and HEALTH PROFESSIONS
(NMaHP) WORKFORCE



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Introduction

This Career Development Framework aims to provide an infrastructure to support the career development, and the learning and development needs of the nursing, midwifery and health professions (NMaHP) perioperative workforce.

It has been developed as part of the work of the National Perioperative NMaHP Workforce and Education Task Group, formed by NHS Education for Scotland (NES) in 2018. The various Task Group work-streams aim to develop inclusive career and development considerations that enhance recruitment, retention and maintenance of skills in the perioperative workforce.

The levels expressed are those of the NHS Career Framework for Health (Appendix 1) which reflect role development and progression, and not those of Agenda for Change which is related to remuneration.





This framework is underpinned by the Career Framework for Health and reflects the education and career development model set out in the **Transforming Roles programme** which aims to “*establish education and development pathways from registration through to advanced and consultant practice that align with and support changing service needs.*”

However, recognising the contribution all NMaHPs working in the perioperative environment, this Perioperative Framework also includes a pre-registration pathway.

Career development can happen in different ways. Practitioners may wish to develop higher levels of responsibility, knowledge and skills (vertical progression) or to remain at the same level of the career framework but build on existing knowledge and skills to focus on a particular career pathway e.g. Facilitation of Learning or Clinical Research (horizontal progression).

Practitioners can use this framework to:

- + Benchmark current level of practice.
- + Guide professional development, moving from pre-registration roles to newly qualified novice practice, towards experienced and expert practice.
- + Identify evidence to support personal development planning, or re-validation with the Nursing and Midwifery Council (NMC) or Health and Care Professions Council (HCPC).
- + Continue to develop within their current level of practice.

Managers may use this framework to:

- + Support discussions that take place as part of professional development reviews.
- + Inform development opportunities.
- + Inform succession planning.
- + Support workforce forecasting, service redesign and skill mix.

Structure

This framework been developed using the [Post Registration Career Development Framework](#) and the [Healthcare Support Worker \(HCSW\) Learning Framework for clinical HCSWs](#) as a foundation to develop a series of templates which map development through Levels 2-8 of the Career Framework for Health (Appendix 1) using the four pillars of practice:

- 1 Clinical Practice**
- 2 Facilitation of Learning**
- 3 Leadership**
- 4 Evidence, Research and Development (Service Improvement for Levels 2-4)**

Core role definitions for the perioperative workforce have been agreed to ensure consistency across different professional groups and sustainability, with Appendix 2 providing examples of equivalent/existing job titles.

The information presented in the Facilitation of Learning; Leadership and Evidence, Service Improvement/Research and Development Pillars of Practice is generic to any professional group and should be applied to the context that the practitioner is working in.

The Clinical Practice Pillar includes some generic aspects of practice; however, it is this pillar which provides information which defines the specific nature of working in the perioperative environment.

The emphasis on each pillar, at a level of the Career Framework will vary according to role e.g. for senior practitioners the Leadership pillar may predominate. The overview pages for each Career Framework Level provide detail of the Broad Sphere of Responsibility/ Role, recommended educational/professional requirements and the qualifications and suggests the Scottish Credit and Qualifications Framework (SCQF) levels that might be expected.

The learning required at each level may vary according to the occupational groups into which the role falls alongside the KSF outline for each particular role.

The career level templates, which follow the overview page, provide more detailed examples of the sphere of responsibility/role associated with a particular level, key knowledge and skills. The consolidation of existing knowledge and skills, and the acquisition of new ones, are reflected in the incremental nature of the career framework levels.

N.B. It is important to note that the levels expressed in this Framework are those of the NHS Career Framework for Health which reflect role development and progression, and not those of Agenda for Change (AfC) which is a workforce decision related to remuneration. The Levels of the Career Framework for Health do not directly 'read across' to the AfC pay bands and have no direct link to pay.

Abbreviations

HCPC	Health and Care Professions Council
HNC	Higher National Certificate
HND	Higher National Diploma
NC	National Certificate
NMC	Nursing and Midwifery Council
NMaHP	Nursing, Midwifery and Health Professions

NPA	National Progression Award
ODP	Operating Department Practitioner
PDA	Professional Development Award
SCQF	Scottish Credit and Qualifications Framework
SVQ	Scottish Vocational Qualification

Role Definitions

Perioperative Support Worker	Level of Practice 2
<p>Works across healthcare disciplines under the direction and professional accountability of registered practitioners.</p> <p>The role consists mostly of clinical skills and tasks delegated from the clinical team.</p>	
Senior Perioperative Support Worker	Level of Practice 3
<p>Responsible for delivery of perioperative care within the professional competence of the post holder, to the whole practice population.</p> <p>Expected to develop more complex clinical skills and complete training to safely take on duties delegated by registered staff.</p>	
Assistant Perioperative Practitioner	Level of Practice 4
<p>The assistant practitioner role is the most senior support worker role available in NHSScotland. Will have developed clinical skills which are more specialised and specific to an area of practice.</p> <p>Expected to have stronger leadership and service Improvement skills than level 3.</p>	



Perioperative PractitionerLevel of Practice **5**

Registered practitioners consolidating pre-registration experience and preparing for a higher level of function. Will have a comprehensive, specialised, factual and theoretical knowledge within the perioperative environment and an awareness of the boundaries of that knowledge.

They are able to use knowledge to solve problems creatively, make judgements which require analysis and interpretation, and actively contribute to service and self-development. They may have responsibility for supervision of staff or training.

Specialist Perioperative PractitionerLevel of Practice **6**

A higher degree of autonomy and responsibility than Level 5 in the clinical area. People at this level require a critical understanding of detailed theoretical and practical knowledge, are specialist and /or have management and leadership responsibilities.

They demonstrate initiative and are creative in finding solutions to problems. They have some responsibility for team performance and service development and they consistently undertake self-development.

Advanced Perioperative PractitionerLevel of Practice **7**

Experienced professionals who have developed their skills and theoretical knowledge to a very high standard, performing a highly complex role and continuously developing their practice within a defined field and/or having management responsibilities.

People at level 7 of the career framework have a critical awareness of knowledge issues in the field and at the interface between different fields. They are innovative and have a responsibility for developing and changing practice and/or services in a complex and unpredictable environment.

Consultant Perioperative PractitionerLevel of Practice **8**

Staff working at a very high level of expertise and/or have responsibility for planning services. People at level 8 of the career framework require highly specialised knowledge, some of which is at the forefront of knowledge in a field of work, which they use as the basis for original thinking and/or research.

They are leaders with considerable responsibility, and the ability to research and analyse complex processes. They have responsibility for service improvement or development. They may have considerable management responsibilities and be accountable for service delivery or have a leading education or commissioning role.

Level 2 – Perioperative Support Worker

| Overview

Pillars of Practice

Clinical Practice

Facilitation of Learning

Leadership

Service Improvement

Broad Sphere of Responsibility/Role

- + The role is made up mostly of clinical skills and tasks delegated from the clinical team.
- + Will carry out repetitive, routine and familiar tasks during their working day.
- + Has the awareness and ability to address the basic care needs of individual patients under the direction and supervision of healthcare professionals and/or assistant practitioners.

Qualifications expected for practitioners at this level of career framework

- + At or working towards a healthcare related SVQ* at SCQF Level 5 or 6, or a NPA.

**Previously SVQ Level 2 (The SVQ level has been now replaced with the SCQF level)*

SCQF Level: 5–6

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Work under direction and instruction from registered professionals and/or assistant practitioners to assist with patient care in the perioperative area.
- + Assist with the delivery of patient care including hygiene, preventative, skin care and incontinence care.
- + Take responsibility for delegated activities, including defined clinical or therapeutic interventions within the limits of their competence and guided by standard operating procedures, protocols or systems of work.
- + Problem solve in relation to the task at hand.
- + Communicate routine information to patients, clients, relatives and staff.
- + Maintain clear and concise communication and documentation.
- + Perform correct hand hygiene procedures and other infection prevention and control measures as per local policies.

Key Knowledge, Skills and Behaviours

Ability to:

- + Develop knowledge and skills required to competently observe, measure and report vital signs.
- + Through experience and instruction, develop an awareness of what is normal concerning their patients' wellbeing and report that which is out-with normal to registered professionals.
- + Develop knowledge of routine perioperative investigations and procedures.
- + Develop knowledge of standard operating procedures and protocols.
- + Recognise risk in relation to perioperative care provision.
- + Comply with infection control policies and procedures.
- + Comply with appropriate standards for confidentiality, records and record keeping.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Develop and maintain own knowledge and skills to provide safe and effective care with direction from a Level 4 Healthcare Support Worker or Registered Practitioner.
- + Within the boundaries of role and seeking support where necessary, facilitate learning for patients, families and carers.

Key Knowledge, Skills and Behaviours

Ability to:

- + Learn from experience through observation, supervision, feedback, reflective practice techniques and evaluation.
- + Show awareness of patient advocacy and an awareness of wider patient/client issues (e.g. home concerns, etc).

Pillar of Practice

Leadership

Aspect of Practice

Teamwork and Development

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Support the perioperative/multidisciplinary team in the delivery of high-quality care.

Key Knowledge, Skills and Behaviours

Ability to:

- + Develop organisational and time management skills.

Pillar of Practice

Service Improvement

Aspect of Practice

Guidelines and Evidence-Based Practice

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Follow guidelines under the direction of a Registered Practitioner or Level 4 Assistant Perioperative Practitioner, supported by a Registered Practitioner.
- + Perform simple audits or surveys relevant to own work area.

Key Knowledge, Skills and Behaviours

Ability to:

- + Develop knowledge and skills in using information technology systems to access resources e.g. clinical guidelines and policies, relevant publications.

Level 3 – Senior Perioperative Support Worker

| Overview

Pillars of Practice

Clinical Practice

Facilitation of Learning

Leadership

Service Improvement

Broad Sphere of Responsibility/Role

- + Deliver delegated perioperative care under the direction and supervision of a Registered Practitioner or Level 4 Assistant Perioperative Practitioner, supported by a Registered Practitioner.
- + Support the multidisciplinary team in the delivery of high-quality care.
- + Work within local guidelines as instructed.

Qualifications expected for practitioners at this level of career framework

- + Can evidence previous experience and/or consolidation of practice as a Perioperative Support Worker and an appropriate level of knowledge.
- + At or working towards HNC at Level 7 or SVQ*/PDA in healthcare at SCQF level 6 or 7, or equivalent experience working within a caring environment/role.

**Previously SVQ Level 3 (The SVQ level has been now replaced with the SCQF level)*

SCQF Level: 6–7

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Will possess an awareness and relative understanding of what is normal concerning their patients' wellbeing and report that which is out-with normal to registered professionals.
- + Work as part of a multidisciplinary team.
- + Plan and prioritise delegated tasks and duties in consultation with registered practitioners.
- + Able to problem solve and take action regarding patient/client care through an awareness of policy and legislation.
- + Following an initial assessment by the registered practitioner, carry out delegated elements of assessment to enhance the patient/client journey in line with appropriate protocols and procedures .
- + Monitor patient observations, reporting any variance to the registered practitioner.
- + Support the practitioner during the perioperative period, carry out circulating duties and assist with patient care in the perioperative area.
- + Assist registered practitioners in transporting patients to and from theatre via wards or other departments.
- + Assist with and/or perform routine investigations e.g. specimen/ blood collection.
- + Maintain high standards of infection control.
- + Communicate both routine and complex/ sensitive information to patients, clients, relatives and staff.

Key Knowledge, Skills and Behaviours

continued ►

- + Will have a broad skill base related to their practice.
- + Has a breadth and depth of understanding of role and related task beyond that of a Perioperative Support Worker.

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Key Knowledge, Skills and Behaviours

◀ *continued*

- + Has all the attributes, skills and knowledge described for a Perioperative Support Worker and:

Ability to:

- + Apply knowledge and demonstrate appropriate understanding of:
 - ▶ health and safety
 - ▶ standard infection control precautions
 - ▶ COSHH regulations
 - ▶ risk management
 - ▶ equality and diversity policies

- + Recognise risk in relation to perioperative care provision and further develop risk assessment skills.
- + Act on findings within role boundaries to ensure patient safety.
- + Develop knowledge of infection prevention and control.
- + Able to effectively reflect on practice.
- + Comply with the Data Protection Act, Caldicott Guidelines and local policies regarding confidentiality and access to medical records.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Develop organisational and time-management skills.
- + Help meet the learning needs of patients and families within the boundaries of role.
- + Ensure patient safety is at the forefront of care by sharing knowledge and learning with those new to perioperative practice, including students and visitors.
- + Support the practice and development needs of Level 2 Perioperative Support Workers by mentoring and teaching those new to role.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Key Knowledge, Skills and Behaviours

Ability to:

- + Show awareness of patient advocacy and an awareness of wider patient/client issues (e.g. home concerns, etc).
- + Develop and maintain own knowledge and skills to provide safe and effective care with support from a Level 4 Assistant Perioperative Practitioner or Registered Practitioner.

Pillar of Practice

Leadership

Aspect of Practice

Teamwork and Development

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Act as a positive role model.
- + Plan and prioritise own work tasks and activities.
- + Contribute to teams' vision and objectives.
- + Undertake delegated tasks and use own initiative within the context of role and remit.

Key Knowledge, Skills and Behaviours

Ability to:

- + Show awareness of patient advocacy and an awareness of wider patient/client issues (e.g. home concerns, etc).
- + Recognise and understand role boundaries and limitations.

Pillar of Practice

Service Improvement

Aspect of Practice

Guidelines and Evidence-Based Practice

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Contribute to the development of local guidelines.
- + Carry out appropriate audits or surveys.
- + Assist with clinical projects or research e.g. specimen collection.
- + Suggest ideas for service improvement within scope of practice.

Key Knowledge, Skills and Behaviours

Ability to:

- + Effectively reflect on and discuss own practice.
- + Recognise risk in relation to care provision.

Level 4 – Assistant Perioperative Practitioner

| Overview

Pillars of Practice

Clinical Practice

Facilitation of Learning

Leadership

Service Improvement

Broad Sphere of Responsibility/Role

- + The most senior support worker role available in NHSScotland.
- + Has developed clinical skills which are more specialised than a senior perioperative support worker and specific to an area of practice.
- + Actively involved in supporting others to learn, for example by being a KSF reviewer for Level 2 or 3 support workers.
- + Expected to have stronger leadership and service improvement skills, for example working on improvement projects such as information for patients and liaising with other departments and services.
- + Delivers specific care for patients in support of and supervised by senior practitioners as part of a multi-professional/multi-agency team.

Qualifications expected for practitioners at this level of career framework

- + Can evidence previous experience and consolidation of practice as a Senior Perioperative Practitioner and/or has the appropriate skills and knowledge.
- + Demonstrates the depth of understanding and ability required to participate in the planning and implements holistic, protocol-based care under the direction and supervision of healthcare professionals.
- + Required to complete a relevant qualification at SCQF level 7-8 to safely undertake roles and tasks delegated by registered healthcare staff, e.g. PDA in Perioperative Practice, or relevant HNC/HND/SVQ.

SCQF Level: 7–8

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Working within agreed protocols and guidelines, modify approaches and activities within care interventions and programmes under the direction and supervision of a registered practitioner.
 - + Take responsibility for planned, delegated care including defined clinical or therapeutic interventions within the perioperative environment, recognising and understanding their role boundaries and limitations and at all times.
 - + Carry out routine elements of patient assessment following protocols and guidelines.
 - + Assist in the transfer and positioning of patients within the perioperative environment.
 - + Within the boundaries of their role, are able to work using their own initiative and utilise clinical knowledge and skills at a more advanced level than a Senior Perioperative Support Worker.
- + Problem solve related to needs and tasks and take action within the agreed parameters of the role.
 - + Recognise the need for and /or modify vital sign monitoring according to patient's condition and local guidelines.
 - + Apply knowledge of infection prevention and control in order to lead by example and support others to comply with infection prevention and control policies.
 - + Apply knowledge of investigations and procedures to assist with, and as directed undertake specific complex procedures e.g. wound care, urinalysis.

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Key Knowledge, Skills and Behaviours

- + Will have an in-depth knowledge and understanding of their job role and related tasks.
- + Will have all the attributes, skills and knowledge described for Perioperative and Senior Perioperative Practitioners and:
- + Will have a comprehensive skill base related to their practice. Interventions carried out will be achieved through additional, focused training and education.
- + Develop risk assessment skills in relation to patient care.
- + Develop an understanding of best practice within the perioperative setting.
- + Develop underpinning knowledge that enables integration of theory relating to perioperative practice in relevant settings.
- + Understand the concepts of accountability and responsibility and be confident to accept delegated responsibility from a registered practitioner.

Ability to:

- + Develop knowledge on how and why their care provision and that of others in the multidisciplinary team, impacts on the patient journey.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Be responsible and accountable for keeping own knowledge and skills up to date through continuing development.
- + Support and act as a role model to others.
- + Participate in the support and experience of students, new members of staff and other Perioperative Support Workers.
- + Give and receive feedback in an open, honest and constructive manner.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Key Knowledge, Skills and Behaviours

Ability to:

- + Use reflection to enhance their self-awareness and to develop resilience when facing adverse situations.
- + Recognise the personal impact of any difficult situations and have strategies to enable personal learning and development, recognising the limits of their competence and personal strengths.

Pillar of Practice

Leadership

Aspect of Practice

Teamwork and Development

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Act as a positive role model.
- + Develop clinical leadership behaviours and skills.
- + Contribute to multi-professional, working actively participating and respecting the contribution of others.
- + Contribute to team objectives in relation to service development initiatives.

Key Knowledge, Skills and Behaviours

Ability to:

- + Work effectively in a multi-disciplinary team and participate in team development.
- + Demonstrate organisational and time-management skills.
- + Problem solve and take action regarding patient/client care through an awareness of policy and legislation.
- + Demonstrate awareness of equality and diversity needs of patients and staff.

Pillar of Practice

Service Improvement

Aspect of Practice

Guidelines and Evidence-Based Practice

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Contribute to the design and development of service improvements and a range of quality assurance activities, including involvement with audits.
- + Access, assess and apply relevant guidelines.
- + Apply knowledge and skills in using information technology systems.
- + Report back to assist in broader service development and quality assurance activities.

Key Knowledge, Skills and Behaviours

Ability to:

- + Recognise the need for evidence-based practice.
- + Understand and demonstrate reflective practice.
- + Develop knowledge of relevant guidelines.
- + Recognise the importance of resolving complaints timeously and effectively at local level and escalate as appropriate.

Level 5 – Perioperative Practitioner

| Overview

Pillars of Practice

Clinical Practice

Facilitation of Learning

Leadership

Evidence, Research and Development

Broad Sphere of Responsibility/Role

- + Deliver Safe, Effective and Person-Centred Care as part of the multi-disciplinary team.
- + Undertake personal and professional development.
- + Contribute to the supervision and mentorship of preregistration perioperative practitioners.

Qualifications expected for practitioners at this level of career framework

- + Registered on the Nurses part of the Nursing and Midwifery Council register or Operating Department Practitioner (ODP) registered with the Health and Care Professions Council.
- + Successfully completed diploma level pre-registration programme as a minimum.
- + Working towards/at Degree Level.
- + Mentorship preparation.

SCQF Level: 8–10

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Continue to develop competence in meeting the holistic needs of patients in the perioperative environment.
- + Manage and deliver safe, effective, person-centred, evidence-based care and interventions and appropriately meet all perioperative needs.
- + Within defined areas, be accountable and responsible for assessment, planning and delivery of perioperative care.
- + Assess risk and escalate as appropriate to ensure patient safety.
- + Share information effectively and concisely for a range of situations and contexts to ensure patient safety and continuity of care.
- + Effectively use a range of information and communication technologies to support and enhance practice.
- + Use initiative while operating within organisational procedures, legislation and professional guidance relevant to perioperative practice.
- + Respect the dignity, wishes and beliefs of all clients, professionals and the public involving them in shared decision making and obtaining their informed consent.
- + Recognise and respect people's diversity, human rights, individual differences and perspectives.
- + Collaborate effectively with other members of the multidisciplinary team or other agencies involved in the patient's care.
- + Utilise developed knowledge and skills to recognise, report and respond to clinical emergencies.
- + Maintain a safe environment for patients, relatives and staff.
- + Participate in multidisciplinary forums.

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Key Knowledge, Skills and Behaviours

Ability to:

- + Develop knowledge and skills appropriate to perioperative practice underpinned by theory, relevant clinical experience and specific clinical competence.
- + Assess situations and contribute to the identification of the root cause of a problem, suggesting solutions and follow up where required.
- + Apply knowledge and demonstrate understanding of:
 - ▶ health and safety
 - ▶ standard infection control precautions
 - ▶ COSHH regulations
 - ▶ risk management
 - ▶ equality and diversity policies
 - ▶ The Association for Perioperative Practice (AfPP) standards
 - ▶ relevant code of conduct
- + Incorporate the principles of infection prevention in the provision of perioperative care.
- + Demonstrate knowledge and understanding of clinical governance frameworks both locally and nationally, and act within these.
- + Work within protocols and standard operating procedures including patient group directions and/or standing orders, contributing to policy development or updates.
- + Understand the principle of informed consent and the implications of the Data Protection Act.
- + Understand quality improvement processes and incorporate into own practice.
- + Demonstrate additional specific clinical competencies as required for the role.
- + Demonstrate effective care, compassion and communication skills and behaviours.

Pillar of Practice

Clinical Practice

Aspect of Practice

Professional Judgement and Decision Making

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Work autonomously within scope of practice, critically evaluating interventions while accepting professional accountability and responsibility.
- + Draw on a range of sources in making judgements, guided as necessary by senior colleagues regarding management and delegation to others.

Key Knowledge, Skills and Behaviours

Ability to:

- + Apply knowledge of legal and ethical principles.
- + Use critical thinking, analysis and evaluation in making clinical judgments.
- + Maintain, develop and apply knowledge of legislation, policies, procedures, protocols, professional regulation and codes of professional practice.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Examples of Sphere of Responsibility/Role

continued ▶

Within own practice area:

- + Be responsible and accountable for keeping own knowledge and skills up to date through continuing professional development and actively participating in clinical support strategies e.g. mentoring, coaching, clinical supervision.
- + Facilitate students and others to develop their competence, using a range of professional and personal development skills.
- + Mentor undergraduate students.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Examples of Sphere of Responsibility/Role

◀ *continued*

Within own practice area:

- + Conduct a fair, objective and timely assessment of learners.
- + Provide educational support and facilitation to clients, patients and families to support self-management and decision making.

Key Knowledge, Skills and Behaviours

Ability to:

- + Maintain own personal and professional development.
- + Use effective reflective practice techniques.
- + Learn from experience through supervision, feedback, reflection and evaluation.
- + Apply core skills in practice assessment/teaching/facilitation.
- + Motivate, stimulate, encourage and facilitate the learning process.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Creation of the Learning Environment

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Contribute to creation of an effective learning environment ensuring learning opportunities for students.
- + Participate in educational audit.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Creation of the Learning Environment

Key Knowledge, Skills and Behaviours

Ability to:

- + Use core facilitation and teaching skills.
- + Develop educational materials.
- + Understand improvement approaches such as learning audit and appreciative inquiry.
- + Use models of supervision/mentorship.

Pillar of Practice

Leadership

Aspect of Practice

Teamwork and Development

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Act as a positive role model.
- + Practice independently and contribute to the co-ordination, delegation and supervision of care delivered by the team.
- + Work effectively across professional and agency boundaries, actively involving and respecting others' contribution.
- + Lead and direct a team on a day to day basis.

Key Knowledge, Skills and Behaviours

Ability to:

- + Demonstrate clinical leadership behaviours and skills.
- + Give and receive feedback in an open, honest and constructive manner.

Pillar of Practice

Leadership

Aspect of Practice

Professional and Organisational Leadership

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Identify priorities, manage time and resources effectively to ensure that quality of care is maintained or enhanced.
- + In conjunction with senior NMaHPs, monitor and evaluate standards of care, adhering to defined guidelines, policies, standards and protocols to ensure the delivery of Safe, Effective and Person-Centred Care (Scottish Government 2010).
- + Responsible for aspects of clinical effectiveness and management of resources.
- + Recognise own accountability to act where performance and practice of self and others should be improved.
- + Engage in and, where appropriate, lead on specific aspects of change management and service improvement.
- + Participate in monitoring the effectiveness and impact of change.
- + Seek opportunities to improve the service, for example, by generating ideas for innovation and solution.

Key Knowledge, Skills and Behaviours

Ability to:

- + Respond autonomously and confidently to planned and uncertain situations, managing themselves and others confidently.
- + Develop skills in:
 - ▶ negotiation
 - ▶ influencing
 - ▶ organisation
 - ▶ problem solving
 - ▶ resource management
- + Consolidate:
 - ▶ critical thinking skills
 - ▶ analytical skills
 - ▶ evaluation skills
 - ▶ interpersonal skills
- + Understand improvement approaches to support service enhancement.
- + Understand implications for practice of key legal and ethical issues.

Pillar of Practice

Evidence, Research and Development

Aspect of Practice

Evidence Into Practice

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Access databases for research and evidence related to area of practice.
- + Measure own practice and interventions against person-centred outcomes.
- + Contribute to evaluation of NMaHP interventions on the wider individual/patient experience.
- + Consolidate understanding and application of different research approaches and Identify ideas for research/development activity from own practice.
- + Contribute to data gathering activities such as audit and evaluations.
- + Lead on local audit for service improvement.

Key Knowledge, Skills and Behaviours

Ability to:

- + Search database and apply information literacy skills.
- + Demonstrate confidence in using information technology skills and systems.
- + Access and apply research.
- + Ability to demonstrate knowledge of:
 - ▶ local processes that contribute to quality improvement e.g. releasing time to care.
 - ▶ research governance –ethics, data protection, confidentiality.

Level 6 – Specialist Perioperative Practitioner

| Overview

Pillars of Practice

Clinical Practice

Facilitation of Learning

Leadership

Evidence, Research and Development

Broad Sphere of Responsibility/Role

- + Deliver care as part of a multi-professional/ multi-agency team.
- + Undertake personal and professional development.
- + Contribute to the supervision of undergraduate/pre-registration nurses and support workers within team.

Qualifications expected for practitioners at this level of career framework

- + Registered on the Nurses part of the Nursing and Midwifery Council register or Operating Department Practitioner registered with the Health and Care Professions Council.
- + Ordinary or Honours Degree.
- + Graduate Diploma.
- + Scottish Vocational Qualification (SVQ 4).
- + Post graduate expertise within speciality/ area of practice that demonstrates the required breadth of knowledge required to lead safety, effectively and efficiently.

SCQF Level: 9–10

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Demonstrate specialist competence, innovation and clinical leadership in perioperative practice.
- + Work autonomously as part of the perioperative team, using specialist knowledge and skills to enhance clinical care.
- + Assume accountability and responsibility for clinical practice in the perioperative environment, ensuring best patient care for anaesthesia, surgical intervention and post-operative recovery.
- + Incorporate clinical governance into own practice and support others to do so.
- + Recognise the patient's health beliefs and adapt behaviour and approaches to enable self-management, while ensuring involvement with family, carers and significant others.
- + Support and manage staff within the perioperative area ensuring that patient needs are assessed, care planned, implemented and evaluated, and ensure programmes of care are evidence-based and take into consideration lifestyle, gender and cultural background.
- + Contribute, as part of the multidisciplinary team, to the development, implementation and maintenance of policies, procedures, standards and protocols to ensure adherence to, and delivery of the highest level of patient care at all times.
- + Support others to incorporate quality improvement processes into practice.
- + Provide and share complex information effectively and concisely for a range of situations and contexts to ensure patient safety and continuity of care.

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Key Knowledge, Skills and Behaviours

Ability to:

- + Be fully conversant with the NMC and HCPC Codes of Professional Conduct and other relevant documents, which support and maintain standards of professional practice for nurses, ODPs and other health professionals.
- + Apply specialist knowledge, skills and behaviours appropriate to specific area of perioperative practice.
- + Apply comprehensive knowledge of clinical guidelines and standards within the speciality/area of practice.
- + Contribute to the development and review of protocols and standard operating procedures.
- + Appraise and identify significant aspects in conversations with others and respond appropriately.
- + Understand the concept and nature of inequalities in health and wellbeing.

Pillar of Practice

Clinical Practice

Aspect of Practice

Professional Judgement and Decision Making

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Work autonomously by virtue of specialist knowledge and skills, and guided by evidence and with freedom to exercise judgement about actions guided by professional accountability and responsibility.
- + Draw on a range of sources in making judgements including precedent, clearly defined policies, procedures and protocols.

Pillar of Practice

Clinical Practice

Aspect of Practice

Professional Judgement and Decision Making

Key Knowledge, Skills and Behaviours

Ability to:

- + Reflect in practice on own values and beliefs and support others in ethical decision making.
- + Use critical thinking to explore and analyse evidence, cases and situations in clinical practice.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Identify and support the achievement of learning needs of individuals/team in response to service need and personal development planning.
- + Consolidate own assessment skills and support others in making assessment judgements.
- + Evaluate the effectiveness of educational interventions.
- + Participate in uni- and multi-disciplinary teaching and student selection in HEIs and/or other education organisations.

Key Knowledge, Skills and Behaviours

Ability to:

- + Consolidate core skills to support workplace learning.
- + Understand and apply standards and guidelines that underpin a quality learning environment.
- + Reflect on practice and support reflection in others.
- + Undertake and respond to evaluation of learning.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Creation of the Learning Environment

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Create an effective learning environment that ensures learning opportunities for staff and students.
- + Lead/participate in educational audit and learning needs analysis.
- + Facilitate access to a range of clinical support strategies (mentoring, coaching, clinical supervision and action learning).
- + Support ongoing mandatory learning including orientation, induction and relevant educational/development opportunities.

Key Knowledge, Skills and Behaviours

Ability to:

- + Demonstrate high level of skill in facilitation, support, supervision and developing learning needs analysis.
- + Use a range of information to review/evaluate the learning environment.

Pillar of Practice

Leadership

Aspect of Practice

Teamwork and Development

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Act as a positive role model.
- + Promote teamwork within defined area of responsibility.
- + Contribute to and manage other members of the team by sharing information and expertise.
- + Contribute to the achievement of the teams' purpose and objectives.
- + Manage professional development of individuals and groups.
- + Contribute to workload and staff planning.

Pillar of Practice

Leadership

Aspect of Practice

Teamwork and Development

Key Knowledge, Skills and Behaviours

Ability to:

- + Effectively manage others.
- + Be receptive to the contribution of others.
- + Implement suggestions for own improvement and that of others.
- + Understand and use tools to support learning and the implementation of staff personal development plans.
- + Understand own contribution to delivering safe, effective and high-quality care in complying with the duties of the Health and Care (Staffing) (Scotland) Act 2019.

Pillar of Practice

Leadership

Aspect of Practice

Professional and Organisational Leadership

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Act as an agent for change.
- + Provide leadership for quality improvement and service development to enhance people's wellbeing and experiences of healthcare.
- + Encourage staff to contribute ideas and solutions for quality improvement and innovation.
- + Actively contribute to a variety of professional networks, e.g. managed knowledge networks (MKN), professional learning.
- + Negotiate and influence locally in terms of professional practice and in relation to healthcare.
- + Recognise early signs of poor performance and take appropriate measures to address concerns.
- + Respond in a transparent and structured way to any complaints from staff about the unacceptable or unfair behaviours of other members of the team.

Pillar of Practice

Leadership

Aspect of Practice

Professional and Organisational Leadership

Key Knowledge, Skills and Behaviours

Ability to:

- + Organise and implement change.
- + Support others to improve and enhance practice.
- + Display creativity and innovation in exploring and implementing possible solutions to problems and evaluate their effectiveness.
- + Lead, persuade and influence others effectively.
- + Contribute to effective management of a budget in conjunction with others.

Pillar of Practice

Evidence, Research and Development

Aspect of Practice

Guidelines and Evidence-Based Practice

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Identify and use skills and knowledge of staff to support or undertake research related activity such as audit, evaluation, and wider research for the benefit of the organisation.
- + Use research-related approaches to assess how evidence is being used to inform the quality of care of individuals by self and others.
- + Observe and record data using appropriate methods, tools and technology for complex audits or clinical trials or projects.
- + Participate in research related activity including analysis of information.
- + Identify and disseminate information on NHS Board/University programmes of research/forums/special interest groups/networks relevant to area of practice.
- + Contribute to the development of guidelines and policy at local and where appropriate, at regional and national level.
- + Share research activity findings through local bulletins, team meetings, forum/professional journals.

Pillar of Practice

Evidence, Research and Development

Aspect of Practice

Professional and Organisational Leadership

Key Knowledge, Skills and Behaviours

Ability to:

- + Understand different research approaches, methods and analysis.
- + Adhere to research governance for self and others.
- + Support others to understand audit/evaluation and quality improvement approaches.
- + Assist others to access, use and apply evidence from databases relevant to area of practice.

Level 7 – Advanced Perioperative Practitioner

| Overview

Pillars of Practice

Clinical Practice

Facilitation of Learning

Leadership

Evidence, Research and Development

Broad Sphere of Responsibility/Role

- + Experienced clinical practitioners with a high level of skill and theoretical knowledge, and advanced competence, innovation and leadership in the management and delivery of perioperative care.
- + Will make high level clinical decisions and manage their own workload.
- + Non-clinical staff who would be managing one or more areas.
- + Innovative and have a responsibility for developing and changing practice and/or services in a complex and unpredictable environment.
- + Responsible for maintenance of high levels of Safe, Effective and Person-Centred Care.
- + Responsible for a specific area of service delivery.

Qualifications expected for practitioners at this level of career framework

- + Registered on the Nurses part of the Nursing and Midwifery Council register or Operating Department Practitioner registered with the Health and Care Professions Council.
- + Recognised post registration qualification in perioperative care.
- + Evidence of operating/thinking at Masters level
- + Evidence of working towards relevant Masters level Award.

SCQF Level: 11

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Develop advanced competence, innovation and leadership in management and delivery of perioperative practice.
- + Practice autonomously and as part of a team, using advanced knowledge, skills, critical thinking and evidence.
- + Lead/participate in a wide range of effective interventions including assessment and problem solving to manage actual or potential risk.
- + Assess situations, identify the root causes of a complex problem and then take a lead in clinical governance for specific areas of practice.
- + Assess capacity for informed consent and support other staff to develop this skill.
- + Assume operational accountability and responsibility for the service/elements of service delivery in the perioperative environment.
- + Identify and share more complex information effectively and concisely for a range of situations and contexts to ensure patient safety and continuity of care.
- + Promote respect and support others to consider the dignity, wishes and beliefs of all patients and carers, involving them in shared decision making.
- + Create opportunities for patients/ carers to feedback on experiences of care and encourage others to listen to and respond to feedback.

Key Knowledge, Skills and Behaviours

continued ▶

Ability to:

- + Undertake complex clinical interventions in the perioperative environment and teach and develop other staff to enhance their practice.
- + Apply advanced skills, knowledge and behaviours relevant to specific areas of perioperative practice.
- + Assess, diagnose, plan, implement and direct perioperative care/ interventions and evaluate effectiveness.
- + Manage complexity.

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Key Knowledge, Skills and Behaviours

◀ *continued*

Ability to:

- + Develop and support the implementation of policies, protocols and standard operating procedures to reflect national policy and legislation.
- + Document and report clearly to ensure accuracy, continuity of care and enhance understanding by others.
- + Interpret and respond to patient/carer feedback suggestions and complaints in a timely and sensitive manner.
- + Use interpersonal skills to develop and promote a culture that promotes patient-centred, safe and effective care.
- + Work in a positive way with difference and diversity.

Pillar of Practice

Clinical Practice

Aspect of Practice

Professional Judgement and Decision Making

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Practice autonomously demonstrating expert problem-solving and clinical decision-making skills while demonstrating professional accountability and responsibility.

Key Knowledge, Skills and Behaviours

Ability to:

- + Quickly analyse complex situations, identify important aspects and take appropriate action.
- + Use critical thinking to explore and analyse evidence and situations in practice enabling a high level of judgement and decision making.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Design, plan, implement and evaluate learning and development programmes.
- + Provide advice and support to other practitioners.
- + Engage with education providers to contribute to curriculum development and delivery.
- + Take a lead role in ensuring the application of standards and guidelines that underpin a quality learning experience e.g. mentorship and practice learning standards.

Key Knowledge, Skills and Behaviours

Ability to:

- + Act as an experienced work-based learning educator/assessor.
- + Develop and facilitate use of educational materials for students, staff and service users.
- + Role model skills in assessment of competence.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Creation of the Learning Environment

Examples of Sphere of Responsibility/Role

continued ▶

Within own practice area:

- + Analyse the range of factors which influence learning and take account of these when planning and managing learning experiences.
- + Build capability and capacity to support learning in practice settings.
- + Advise service/ education providers on capability and capacity for student experience in placements.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Creation of the Learning Environment

Examples of Sphere of Responsibility/Role

◀ *continued*

Within own practice area:

- + Create a positive learning culture through assuring and improving the quality of educational opportunities within the work environment.

Key Knowledge, Skills and Behaviours

Ability to:

- + Act as an experienced mentor/clinical coach/supervisor.
- + Role model, encourage and support teaching, supervision and mentorship skills in others.
- + Apply quality improvement approaches and implement findings.
- + Act on intelligence from educational audits to strengthen the workplace as a positive learning environment.

Pillar of Practice

Leadership

Aspect of Practice

Teamwork and Development

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Provide strong and effective leadership across professional and organisational teams/boundaries.
- + Critically review skill mix, apply workload assessment tools and use results to build a business case.
- + Create a culture of support and empowerment for the team.
- + Critically review team performance and use results to enhance person-centred care.
- + Monitor the delivery of high-quality person-centred care by the team and act on the results.
- + Provide timely feedback to team that recognises good performance and identify areas for improvement.

Pillar of Practice

Leadership

Aspect of Practice

Teamwork and Development

Key Knowledge, Skills and Behaviours

Ability to:

- + Apply models of team building and group working.
- + Apply workforce and workload assessment tools to build a business case and present evidence for team workforce development.
- + Use conflict management and resolution strategies.
- + Apply knowledge and understanding of learning and development tools, and staff personal development plans to enhance team performance.

Pillar of Practice

Leadership

Aspect of Practice

Professional and Organisational Leadership

Examples of Sphere of Responsibility/Role

continued ▶

Within own practice area:

- + Lead and monitor clinical effectiveness and efficiency to enhance management of resources.
- + Lead the development, delivery, monitoring and evaluation of standards of care and act on the results.
- + Provide clinical leadership, ensuring access to professional advice and compliance with statutory requirements.
- + Lead innovation and quality improvement and promote involvement of others.
- + Identify unsatisfactory performance and take responsibility for ensuring appropriate development opportunities are available to address concerns.
- + Provide support and guidance to others in identifying and managing concerns about unacceptable or unfair behaviours.
- + Assess, lead, manage and monitor the effectiveness and impact of change.
- + Ensure that organisational goals are reflected in personal and team objectives.

Pillar of Practice

Leadership

Aspect of Practice

Professional and Organisational Leadership

Examples of Sphere of Responsibility/Role

◀ *continued*

Within own practice area:

- + Participate and influence local (and where appropriate national) policy and strategy development by supporting and developing lateral thinking in self and others.

Key Knowledge, Skills and Behaviours

Role model:

- + Excellent organisational skills.
- + Creativity and innovation in exploring and implementing possible solutions.
- + Management and leadership skills that contribute to successful change.
- + Negotiate assertively and present positive self-image.
- + Use advanced written and oral communication skills.
- + Present complex information effectively in written and oral reports.

Ability to:

- + Support implementation of local and national strategies and policies.
- + Demonstrate partnership working.
- + Effectively manage a budget.
- + Lead and influence others effectively.
- + Demonstrate extensive knowledge of risk escalation processes duties of the Health and Care (Staffing) (Scotland) Act 2019.
- + Respond appropriately to queries and complaints.
- + Engage with colleagues using a person-centred critical approach by:
 - ▶ listening to, and appreciating the complexity of, a range of views and adopting effective questioning techniques
 - ▶ displaying a sensitive manner and using appropriate language within a range of situations

Pillar of Practice

Evidence, Research and Development

Aspect of Practice

Guidelines and Evidence-Based Practice

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Be a role model for the wider team by promoting a positive research culture.
- + Develop policies, procedures and protocols.
- + Contribute to the wider research agenda through initiating or supporting NMaHP led research activity.
- + Identify, promote and embed evidence and identify impact measures using findings to enhance future activity.
- + Collate evidence-based reports to inform service improvement.

Key Knowledge, Skills and Behaviours

Ability to:

- + Further enhance knowledge of research approaches including advanced evaluation methods.
- + Demonstrate understanding of research proposal application development, ethical approval process and funding sources.
- + Use understanding of research and information governance to support others in the research process.
- + Write for publication and contribute to peer review.

Level 8 – Consultant Perioperative Practitioner

| Overview

Pillars of Practice

Clinical Practice

Facilitation of Learning

Leadership

Evidence, Research and Development

Broad Sphere of Responsibility/Role

- + Working at a very high level of expertise and/or have responsibility for planning services.
- + Require highly specialised knowledge, some of which is at the forefront of knowledge in a field of work, which they use as the basis for original thinking and/or research.
- + Leader with considerable responsibility for and the ability to research and analyse complex processes.
- + Responsible for service improvement or development.
- + May have considerable management responsibilities and be accountable for service delivery or have a leading education or commissioning role.

Qualifications expected for practitioners at this level of career framework

- + Registered on the Nurses part of the Nursing and Midwifery Council register or Operating Department Practitioner registered with the Health and Care Professions Council.
- + Educated to minimum of Masters level.
- + Working towards Doctorate.
- + Specialist Practitioner.
- + Advanced leadership/management skills.

SCQF Level: 11– 12

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Develop clinical expertise, innovation and professional/clinical leadership for perioperative care.
- + Work as a key part of a wider multi-disciplinary team providing expert perioperative knowledge and skills.
- + Provide expert input and/or lead in investigating and controlling adverse events in collaboration with members of the multi-disciplinary team.
- + Practice autonomously guided by expert understanding of policies, guidelines, protocols and procedures relevant to perioperative practice.
- + Anticipate and predict risks/ benefits through the application and analysis of data, evidence and strategic awareness.
- + Generation of reports and other forms of verbal, written and visual communication relating to clinical, operational, ethical and legal considerations.
- + Promote and act to influence others across the service to incorporate non-judgemental, values-based care into practice and service development.
- + Contribute with others across multi-agency boundaries to the development and implementation of strategic plans for accessing hard to reach groups
- + Lead professional development and quality improvement planning across the service reflecting the importance of values-based approaches.

Key Knowledge, Skills and Behaviours

continued ▶

Ability to:

- + Apply expert knowledge and skills appropriate to own area of practice and the wider service.
- + Act as a champion and role model for values-based care and professionalism.
- + Use expert knowledge of legislation, professional regulation and codes of practice to develop, lead and establish protocols and procedures at operational and strategic levels.

Pillar of Practice

Clinical Practice

Aspect of Practice

Safe, Effective and Person-Centred Care

Key Knowledge, Skills and Behaviours

◀ *continued*

Ability to:

- + Innovate, develop and lead on safe, effective and person-centred practice.
- + Demonstrate knowledge of the models and principles of health improvement programme planning, implementation and evaluation.

Pillar of Practice

Clinical Practice

Aspect of Practice

Professional Judgement and Decision Making

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Consider legal and ethical issues when leading and advising at departmental, operational and strategic levels.
- + Lead service delivery within the context of the current professional and legal frameworks while remaining accountable for own professional practice.
- + Recognise ethical issues which may arise in practice and contribute to multi-disciplinary team discussion and decision making while supporting others to contribute.

Key Knowledge, Skills and Behaviours

continued ▶

Ability to:

- + Understand and apply new and emerging guidance and legislation that govern legal and ethical aspects of service provision.
- + Model and promote expert level critical thinking to explore and analyse evidence, cases and situations enabling a high level of judgement and decision making.

Pillar of Practice

Clinical Practice

Aspect of Practice

Professional Judgement and Decision Making

Key Knowledge, Skills and Behaviours

◀ *continued*

Ability to:

- + Use the principles of clinical governance, clinical supervision and clinical audit to lead, manage and develop the legal and ethical aspects of service development and delivery.
- + Exercise expert levels of clinical, operational and strategic decision making.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Contribute to the strategic development of education for students, staff and service users at a local and national level.
- + Work collaboratively with education providers and other stakeholders to review, develop and implement appropriate programmes/training for own organisation.
- + Improve healthcare practice through evidence based educational and curriculum development and delivery.
- + Lead planning, implementation and evaluation of educational interventions at a local, regional and national level for patients, a range of staff and the wider service informed by training needs analysis and in response to policy and strategy.
- + Promote motivational ways to influence and optimise learning.
- + Use evaluation findings to improve future educational initiatives.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Learning, Teaching and Assessment

Key Knowledge, Skills and Behaviours

Ability to:

- + Create opportunities for motivating others to learn and develop their teaching and assessment skills across the organisation.
- + Influence organisational structures and culture to ensure delivery of continuous education and training for mentors and assessors.

Pillar of Practice

Facilitation of Learning

Aspect of Practice

Creation of the Learning Environment

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Communicate scholarly activity, research and new developments to support the integration of evidence-based practice within the learning environment.
- + Evaluate the impact of educational/training interventions.

Key Knowledge, Skills and Behaviours

Ability to:

- + Initiate and provide skilled supervision/coaching of others.
- + Influence and implement organisational learning and development strategy in partnership with key stakeholders.

Pillar of Practice

Leadership

Aspect of Practice

Teamwork and Development

Examples of Sphere of Responsibility/Role

Within own practice area:

- + Provide leadership to influence strategic direction across professional and organisational teams/boundaries.
- + Support teams in their development by establishing and maintaining networks and sharing information.

Key Knowledge, Skills and Behaviours

Ability to:

- + Influence the wider strategic direction for workforce planning and development.
- + Act as a coach and mentor to a wide range of staff.

Pillar of Practice

Leadership

Aspect of Practice

Professional and Organisational Leadership

Examples of Sphere of Responsibility/Role

continued ▶

Within own practice area:

- + Responsible for business planning and people management skills including workforce development and succession planning.
- + Influence practice development by supporting and developing innovative and lateral thinking in self and others.
- + Contribute to the strategic review of clinical effectiveness and management of resources.
- + Initiate, influence and lead new service developments.
- + Provide strong and effective leadership across professional and organisational boundaries with a focus on quality improvement and service excellence.
- + Monitor and demonstrate how organisational goals are reflected in own and other's objectives.
- + Act as an expert resource for patient care and decision making.
- + Act as an organisational level change agent through identifying, challenging and managing poor performance.

Pillar of Practice

Leadership

Aspect of Practice

Professional and Organisational Leadership

Examples of Sphere of Responsibility/Role

◀ *continued*

Within own practice area:

- + Work collaboratively across boundaries to develop and raise awareness of relevant policies, guidelines and strategies and influence change at local and national level.
- + Identify and act on opportunities to influence and develop policy and guidelines at national level.
- + Respond to national and local requests for document review, e.g. strategy policy guidelines.
- + Lead and manage change at local and national level.
- + Initiate communities of practice/ networks to disseminate resources and practice initiatives.
- + Network with a wide range of organisations and individuals to shape and respond to policy and strategy at national and local level.
- + Represent NMaHPs widely, nationally and internationally.

Key Knowledge, Skills and Behaviours

continued ▶

- + Strategic management.
- + Advanced project planning and management.
- + Financial management.
- + Stakeholder involvement.
- + Impact assessment.
- + Development of an outcomes focused business case.
- + Critical thinking, analysis and synthesis.
- Ability to:**
 - + Report effectively for a range of complex situations and contexts.
 - + Readily use highly specialised theoretical and practice knowledge to think, gain and share information, solve problems and make decisions.

Pillar of Practice

Leadership

Aspect of Practice

Professional and Organisational Leadership

Key Knowledge, Skills and Behaviours

◀ *continued*

Ability to:

- + Assess situations and identify the root cause of a complex problem in environments that are unfamiliar, complex and unpredictable and have many interacting factors.
- + Lead and implement local, national and professional strategy and policy.
- + Use critical reading skills to analyse and synthesise information.
- + Interpret health information, statistics and research data.
- + Use influencing and political lobbying skills.
- + Model advanced communication and interpersonal skills.
- + Deliver presentations and write reports clearly and articulately.

Pillar of Practice

Evidence, Research and Development

Aspect of Practice

Guidelines and Evidence-Based Practice

Examples of Sphere of Responsibility/Role

continued ▶

Within own practice area:

- + Ensure that services are based on high-quality evidence through implementation of research activity findings and recommendations.
- + Identify gaps in the evidence base and communicate findings to appropriate clinical policy and research communities.
- + Understand the responsibilities of research governance.
- + Collaborate with appropriate research partners and build strategic links with leads for Research Forums and University programmes of research.
- + Initiate, facilitate or undertake appropriate high-quality research acting as principal investigator where appropriate.
- + Contribute to development and implementation of a local NMaHP research strategy.

Pillar of Practice

Evidence, Research and Development

Aspect of Practice

Guidelines and Evidence-Based Practice

Examples of Sphere of Responsibility/Role

◀ *continued*

Within own practice area:

- + Present research findings in peer reviewed journals and at conferences and meetings.
- + Act as a role model to develop a positive research culture within the NMaHP community.
- + Contribute to the evidence base of NMaHP research activity within area of responsibility.

Key Knowledge, Skills and Behaviours

Ability to:

- + Critically review literature and present high-level information clearly and concisely.
- + Understand and support use of advanced research methods.
- + Understand the responsibilities of a principal investigator including the functions and processes of ethical and research committees.
- + Write critically including analysis, synthesis and interpretation of the evidence base to underpin practice.
- + Establish appropriate policies and ensure support for clinical research activity and adherence to research governance.
- + Lead/participate in cross-professional and/or cross-organisational research programmes.

Appendix 1

Career Framework Model

Taken with Permission from the Scottish Government Workforce Directorate “Guidance to NHS Boards on the Career Framework for Health” 11 March 2009 (Annex 2).

The diagram outlines the Career Framework Levels, the appropriate clinical level title (in brackets), a brief clinical level descriptor and, for illustration, some possible non-clinical role examples.

Note: This diagram is an adaptation of the version on the Skills for Health website and from the one formally launched in 2006. These adaptations are simply to reflect generally recognised terms in Scotland, which may differ from those used elsewhere in the UK. They do not affect the substance of the Career Framework or represent a departure from the Career Framework launched in 2006.

Key Elements of the Career Framework



9

Career Framework Level 9

People working at level 9 require knowledge at the most advanced frontier of the field of work and at the interface between fields. They will have responsibility for the development and delivery of a service to a population, at the highest level of the organisation. **Indicative or Reference title: Director**

8

Career Framework Level 8

People at level 8 of the career framework require highly specialised knowledge, some of which is at the forefront of knowledge in a field of work, which they use as the basis for original thinking and/or research. They are leaders with considerable responsibility, and the ability to research and analyse complex processes. They have responsibility for service improvement or development. They may have considerable clinical and/or management responsibilities, be accountable for service delivery or have a leading education or commissioning role. **Indicative or Reference title: Consultant**

7

Career Framework Level 7

People at level 7 of the career framework have a critical awareness of knowledge issues in the field and at the interface between different fields. They are innovative, and have a responsibility for developing and changing practice and/or services in a complex and unpredictable environment. **Indicative or Reference title: Advanced Practitioner**

6

Career Framework Level 6

People at level 6 require a critical understanding of detailed theoretical and practical knowledge, are specialist and / or have management and leadership responsibilities. They demonstrate initiative and are creative in finding solutions to problems. They have some responsibility for team performance and service development and they consistently undertake self development. **Indicative or Reference title: Specialist/Senior Practitioner**

5

Career Framework Level 5

People at level 5 will have a comprehensive, specialised, factual and theoretical knowledge within a field of work and an awareness of the boundaries of that knowledge. They are able to use knowledge to solve problems creatively, make judgements which require analysis and interpretation, and actively contribute to service and self development. They may have responsibility for supervision of staff or training. **Indicative or Reference title: Practitioner**

4

Career Framework Level 4

People at level 4 require factual and theoretical knowledge in broad contexts within a field of work. Work is guided by standard operating procedures, protocols or systems of work, but the worker makes judgements, plans activities, contributes to service development and demonstrates self development. They may have responsibility for supervision of some staff. **Indicative or Reference title: Assistant/Associate Practitioner**

3

Career Framework Level 3

People at level 3 require knowledge of facts, principles, processes and general concepts in a field of work. They may carry out a wider range of duties than the person working at level 2, and will have more responsibility, with guidance and supervision available when needed. They will contribute to service development, and are responsible for self development. **Indicative or Reference title: Senior Healthcare Assistants/Technicians**

2

Career Framework Level 2

People at level 2 require basic factual knowledge of a field of work. They may carry out clinical, technical, scientific or administrative duties according to established protocols or procedures, or systems of work. **Indicative or Reference title: Support Worker**

1

Career Framework Level 1

People at level 1 are at entry level, and require basic general knowledge. They undertake a limited number of straightforward tasks under direct supervision. They could be any new starter to work in the Health sector, and progress rapidly to Level 2. **Indicative or Reference title: Cadet**

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Appendix 2

Examples of Existing Job Titles

Please note that this is not a definitive list and these job titles are only examples. Also, there will be variation in job titles and levels between NHS Boards. It is also important to note that the levels expressed are those of the NHS Career Framework for Health which reflect role development and progression and not those of Agenda for Change (AfC) which is a workforce decision related to remuneration.

The Levels of the Career Framework for Health do not directly ‘read across’ to the AfC pay bands and have no direct link to pay.



Perioperative Support Worker	Level of Practice	2
Examples of Equivalent Job Titles Theatre Healthcare Support Worker Theatre Assistant		
Works across healthcare disciplines under the direction and professional accountability of registered practitioners.		
The role consists mostly of clinical skills and tasks delegated from the clinical team.		

Senior Perioperative Support Worker	Level of Practice	3
Examples of Equivalent Job Titles Perioperative Assistant Theatre Health Care Assistant Perioperative Support Worker		
Responsible for delivery of perioperative care within the professional competence of the post holder, to the whole practice population.		
Expected to develop more complex clinical skills and complete training to safely take on duties delegated by registered staff.		

Assistant Perioperative Practitioner	Level of Practice	4
Examples of Equivalent Job Titles		
Associate Practitioner Perioperative technician Assistant Scrub Practitioner		
The assistant practitioner role is the most senior support worker role available in NHSScotland. Will have developed clinical skills which are more specialised and specific to an area of practice. Expected to have stronger leadership and service Improvement skills than level 3.		

Perioperative Practitioner	Level of Practice	5
Examples of Equivalent Job Titles		
Registered Nurse 1st Level/2nd Level Operating Department Practitioner Scrub practitioner Anaesthetic assistant Recovery Practitioner Senior Staff Nurse		
Registered practitioners consolidating pre-registration experience and preparing for a higher level of function. Will have a comprehensive, specialised, factual and theoretical knowledge within the perioperative environment and an awareness of the boundaries of that knowledge.		
They are able to use knowledge to solve problems creatively, make judgements which require analysis and interpretation, and actively contribute to service and self-development. They may have responsibility for supervision of staff or training.		

Specialist Perioperative Practitioner	Level of Practice	6
Examples of Equivalent Job Titles		
Theatre Team Leader/ Co-ordinator Charge Nurse Theatre Nurse Specialist Practice Education Facilitator Senior/ Principal Operating Department Practitioner Senior Anaesthetic Nurse Surgical Care Assistant		
A higher degree of autonomy and responsibility than Level 5 in the clinical area. People at this level require a critical understanding of detailed theoretical and practical knowledge, are specialist and /or have management and leadership responsibilities.		
They demonstrate initiative and are creative in finding solutions to problems. They have some responsibility for team performance and service development and they consistently undertake self-development.		

Advanced Perioperative Practitioner	Level of Practice	7
<p>Examples of Equivalent Job Titles</p> <p>Anaesthesia Associate Clinical Nurse Manager/ Educator Surgical Care Practitioner Robotics co-ordinator Senior Charge Nurse Clinical Practice Educator</p>		
<p>Experienced professionals who have developed their skills and theoretical knowledge to a very high standard, performing a highly complex role and continuously developing their practice within a defined field and/or having management responsibilities.</p> <p>People at level 7 of the career framework have a critical awareness of knowledge issues in the field and at the interface between different fields. They are innovative and have a responsibility for developing and changing practice and/or services in a complex and unpredictable environment.</p>		

Consultant Perioperative Practitioner	Level of Practice	8
<p>Examples of Equivalent Job Titles</p> <p>Nurse Consultant Perioperative Professional Lead Clinical Nurse Manager Lead Nurse Head of Nursing</p>		
<p>Staff working at a very high level of expertise and/or have responsibility for planning services. People at level 8 of the career framework require highly specialised knowledge, some of which is at the forefront of knowledge in a field of work, which they use as the basis for original thinking and/or research.</p> <p>They are leaders with considerable responsibility, and the ability to research and analyse complex processes. They have responsibility for service improvement or development.</p> <p>They may have considerable management responsibilities and be accountable for service delivery or have a leading education or commissioning role.</p>		

Appendix 3

Development Group for the Career Framework for the Perioperative Nursing, Midwifery and Health Professions (NMaHP) Workforce

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ALTERNATIVE FORMATS

This resource may be made available, in full or summary form, in alternative formats and community languages.

Please contact us on 0131 656 3200 or e-mail: altformats@nes.scot.nhs.uk to discuss how we can best meet your requirements.