
CPD profile

1.1 Full name: Physiotherapy manager

1.2 Profession: Physiotherapist

1.3 Registration number: AB1234

2. Summary of recent work/practice

I am a therapy manager, working full-time, in a PCT for Multi Disciplinary Adult Rehabilitation services including:

- Musculoskeletal services
- Community Rehabilitation Services
- Community Stroke team.

I am professional lead for physiotherapy in the PCT.

My main functions are:

- Service delivery and development – in line with national agenda and guidance
- Staff development and performance management
- Budgetary management – delegated budget
- Partnership working with – and influencing - senior managers in the PCT, staff side, other healthcare organisations e.g. social services, voluntary organisations, finance, commissioners
- Clinical leadership and clinical engagement.

I report to the Deputy Director of service delivery.

3. Personal statement

To ensure that my knowledge and skills are up-to-date for all the various aspects of my work I have undertaken a range of learning activities and maintained a personal development portfolio, using guidance produced by the CSP. I have mapped the activities to the HCPC CPD standards: the enclosed contents page from my portfolio shows all the activities I have undertaken and I describe three examples below.

Example 1

Development of Leadership Skills

To help develop my leadership skills I undertook an *Advanced Leadership* course, which was part taught and part self-directed learning with peer support. My objectives were to improve my relationship management skills and develop my problem solving and risk taking skills. As part of the course I had to produce a development action plan related to my role as a clinical leader. I found that after the course I understood better how to develop the community stroke team and did so by organising a teambuilding event and by reviewing the team's collective and individual targets; then analysing team members' development needs to meet these targets. Team members are currently working through their development plans arising from the review. Feedback from the team members is that they feel more motivated and confident; feedback from patients has been that the treatment they are receiving now is noticeably more focused than previously on identifying and meeting their particular therapy needs as individuals. I have not yet had an opportunity to put into practice my newly developed risk taking skills but the training in advanced problem solving skills has enabled me to implement changes eg provision of administrative support for clinicians by reviewing priorities and tasks undertaken by admin staff; admin staff trained to input patient data into PCT monitoring system to free up therapists' time. By drawing on examples of good practice from the course, I could translate this into my own setting.

Example 2

Development of new out-of-hours service

I developed a new out-of-hours service drawing on feedback from local stakeholders that they would find it beneficial to access physiotherapy out of standard working hours. To facilitate this process, I needed to do a range of learning. Firstly, I reviewed appropriate literature and guidelines eg reviewed national guidelines and strategies from the Department of Health website and also gathered evidence and examples of good practice through the interactive network of my professional body – the Chartered Society of Physiotherapy-iCSP, drawing on and critically evaluating service managers' experiences. I also used audit data from our service to consider which conditions should be included within the referral system. This required me to draw on my data collection and analysis skills and to identify a project plan for the development and implementation of the service.

I discussed the outline plan with my network of peers through the regional physiotherapy managers group and reflected on their feedback before presenting it to physiotherapy staff drawing on the learning and development of my leadership skills (see example 1). I discussed the conditions for referral, criteria and system for referral and which conditions would be treated by a physiotherapist and which by an assistant practitioner with key staff using the evidence from the research and my facilitation skills to secure agreement. I reflected on the process and have learned the importance of engaging staff to engender service changes and have enhanced my communication skills and

my negotiation skills. The guidelines were presented to relevant stakeholders and commissioners and agreement was gained to introduce the service on a trial basis.

As a result of this learning process, the service was enhanced by having an out of hours service operating as a rota system developed in collaboration with physiotherapy staff to ensure adequate cover for these sessions and to address any clinical governance issues identified. These are dealt with through staff meetings and clinical supervision sessions.

Within the project plan, I identified the evaluation process which was undertaken after the first two months of running the service. I conducted an evaluation by means of: a) questionnaires to the participating GP practices and patients; b) a structured interview of two of the GPs, all the physiotherapy staff and two patients. Again I drew on my research skills and learning from previous projects to ensure the evaluation process was appropriate which I discussed with my manager.

The evaluation findings demonstrated that in the main the GPs and patients valued the service but some issues around quality assurance and consistency of applying the criteria were identified by the physiotherapy staff. I am currently undertaking work with the team to improve the service as indicated by the evaluation, where resources and other factors allow.

The project has raised the profile of physiotherapy amongst local GPs, commissioners and patients and has enhanced my project management, research, evaluation and quality assurance skills. I have undertaken reflective practice to identify my learning and how I can apply this in future service developments and managing staff.

Example 3

Presentation of Service Development Plan

I made a presentation to the PCT Board concerning my Service Development Plan (which included the new service outlined above). I knew there would be some contentious issues within this so I prepared well for the presentation. The preparation included reflecting and evaluating on previous presentations using feedback from colleagues, and my observations of handling meetings in my role as a member of the PCT sub-committee on clinical governance. I included my background research and the evidence for the business case I was making and presented the information as a Powerpoint presentation. I had been on an update course on Powerpoint and had learnt to present graphs so used these in the presentation to strengthen my case. The outcome was that I secured agreement for most of the plan and in the process I realised, through later reflection with a colleague, that I had enhanced my negotiation skills; in particular, the presentation of complex information in a contentious environment. Also, I had learned to handle challenging questions more effectively than I had done previously as I had undertaken the background research and could draw on the experiences of others as well as anticipating possible problems and identifying solutions.

In summary, the examples demonstrate the range of CPD activities I have undertaken, eg courses, discussion, research, audit, presentations. I have developed my leadership, negotiation, team-working, analytical and research skills and have reflected on and evaluated my learning. The resulting service developments have benefited the service and service users and enhanced the quality of the service. I have also enhanced the quality of my practice and that of the physiotherapy staff.

4. Summary of supporting evidence submitted

Example number	Brief description of evidence	Number of pages, or description of evidence format	CPD Standards
	Contents list from my portfolio	1 page list	1 and 2
1	<ul style="list-style-type: none"> • My personal development action plan from the leadership course • Sample of my reflective diary and learning log from the course • Programme for the teambuilding event I conducted with the community stroke team • An example of one team member's personal development plan (anonymised) • Record of the team's agreed collective and individual targets for the coming year • Testimonial from two patients re improvements in their therapy (anonymised) 	1 page table 3 pages diary/log 1 pages timetable 1 page PDP 2 pages table 2 pages	3 and 4
2	<ul style="list-style-type: none"> • The initial service protocol and after amendments made in light of feedback • The evaluation questionnaire sent to GPs and patients • List of structured interview questions • Executive summary of the evaluation report 	6 pages 2 x 2 page questionnaire 1 page list of questions 2 pages summary	3 and 4
3	<ul style="list-style-type: none"> • Sample of my reflections on presentation skills • Outcomes of update powerpoint courses • My presentation • Extract of the Board meeting minutes (anonymised) summarising the discussion and decision taken. 	2 proformas 1 page outcomes 4 pages printout of my powerpoint presentation with notes 2 pages meeting minutes	3 and 4