

Promoting Professionalism

PARN Conference
28 January | Royal College of Nursing



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Promoting Professionalism

Professor Andy Friedman
RCN | London
28 January 2020





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Project on Promoting Professionalism

Populist challenge 2016 Trump/Brexit

March 2018 Project Launch

- Case studies
- Public Opinion survey
- Professional Association Members' surveys
- Definitions of professionalism
- Initiatives to promote professions & professionalism
- Ways to enhance initiatives
- Conversation on way forward for promoting professionalism



Project Supporters



Royal College of
Occupational
Therapists



Chartered Banker





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Special supporters





ANDY FRIEDMAN

PROMOTING
PROFESSIONALISM



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Challenges to Professions & Professionalism

Populism

- Enough of experts; post truth v evidence based decisions; anti-vax

AI and other new technologies

- 'dismantling of the traditional professions' (Susskinds 2015)
- Internet/social media => disintermediation; rising trust in peers

New generations

- Entrepreneurial; focused on make positive difference; passion

Elitism and lack of diversity



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Challenge for meeting the challenges

- Challenge not limited to specific occupations; populism against all experts, all evidence based facts; AI/social media affects most
- Professional bodies focus on own occupation & own members; limited knowledge of what others are doing
- Benchmark against what others are doing to diffuse effective initiatives more widely among professional bodies
- Need profession-wide response
- Building the Chartered brand



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Muted and Sporadic efforts

- Little direct professionalism promotion on websites or rebuttal of populist denigration of evidence based statements
- Most *support* their professionals & *develop* knowledge base
- Promotion efforts towards own profession & knowledge base
- Seem unaware of initiatives of others & little collective efforts
- Chart 3.3 (p30) what more can do to promote profession



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Definitions

Of 28 websites, 9 close to a definition

- 'Professionalism is demonstrable awareness and application of competences and qualities, including knowledge, and appropriate skills.'
- Not mention ethical behaviour

Profession = occupational value v occupational power source

Professionalism is an ambiguous, complex & contested phenomenon (Friedman 2019)



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Perceptions of professions & professionalism

Trust in professionals to tell the truth risen from 1983

10 positive and 10 negative characteristics by which a selection of 10 professions may be perceived by the public

Members of professional bodies surveys similar judgements



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Positive Attributes from Public Opinion Survey

	Competent	Knowledgeable	Diligent	Ethical	Trustworthy	Caring	Fair	Respectful	Reflective	Transparent	No Reply
Base	42 %	40 %	30 %	17 %	17 %	16 %	14 %	11 %	9 %	8 %	13 %



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Negative Attributes from Public Opinion Survey

	Defensive	Greedy	Elitist	Biased	Careless	Corrupt	Insensitive	Misleading	Non-responsive	Rigid	No Reply
Base	21 %	21 %	20 %	19 %	18 %	18 %	18 %	16 %	16 %	15 %	20%



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Unprofessional Practice

Lack of ethical competence (26%)

- many just said lack ethics but also not respectful or fair

than lack of technical competence (17%).

- mostly lack diligence but also said lack competence



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Initiatives

60 initiatives on a wide range of subjects

Modern slavery, corruption, pro bono work

Lab in a lorry to appeal to young people at schools

Gamification IET *FIRST*® LEGO® League and Faraday challenge

- 'Gracious Professionalism'; 'Coopetition' (cooperative competition)
- School children aged 9-16; then League Junior 6-9 year olds; League Discovery 4-6 year olds.



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Interesting Initiatives criteria

Innovative or unusual

- Communication techniques: theatre; gamification

Critical influencer contacts; link critical issues of public concern

Generalizability to others at low cost

Effectiveness at promoting professionalism & countering negative perceptions

- Focus on ethical and technical competence, number of stakeholders affected; extent; evaluations



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Weaknesses in promoting professionalism

- Initiatives concentrate on promoting individual professions rather than professionalism
- This reflects foundation document objects
- Need to emphasise services are provided in a professional manner, based on the expected standards of technical and ethical competence. This taken for granted by professional associations, not by general public

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Professionalism, the shield of virtue?

Alastair McCapra, Chief Executive
@CIPR_CEO







Mr Pecksniff announces himself
as the 'Shield of Virtue'

Martin Chuzzlewit, Charles Dickens

THE
NEW YORKER

News Culture Books Video Podcasts Archive Goings On

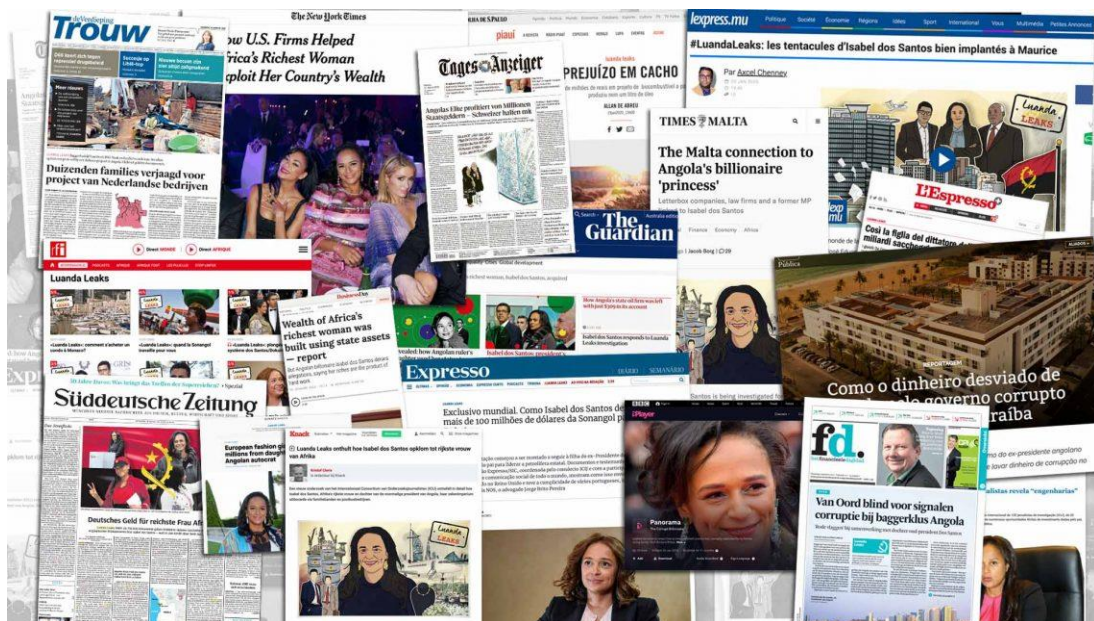
LETTER FROM LONDON JUNE 25, 2018 ISSUE

THE REPUTATION-LAUNDERING FIRM THAT RUINED ITS OWN REPUTATION

A P.R. company that worked with dictators and oligarchs deliberately inflamed racial tensions in South Africa—and destroyed itself in the process.

By Ed Caesar





Extract from our Royal Charter:

The objects for which the Institute is incorporated shall be:

(a) to promote for the public benefit high levels of skill, knowledge, competence, and standards of practice and professional conduct on the part of public relations practitioners;

(b) to promote the study, research and development of the practice of public relations and publish or otherwise make available the useful results of such study and research;

(c) to promote public understanding of the contribution of effective public relations in encouraging ethical communication and in enhancing the efficiency and performance of all sectors of the economy;

(d) to act as an authoritative body for the purpose of consultation in matters of public and professional interest concerning public relations;

(e) to represent the interests of members in all public fora; and

(f) to advance the interests of members and to provide facilities and services for members.



CIPR STRATEGY 2020-2024

CIPR ROLE:

Advocating public relations with employers, clients and the public

AIM

To create a better understanding of the standards and services that public relations professionals can offer

The CIPR will research and demonstrate the value of public relations to organisations and society.

Continue research into the value of public relations to business, and **work with business schools** to include a stronger PR element in their offering.

Disseminate the **Client Guide** and **Recruitment Guide** more widely to employers and clients.

Develop **PR Finder** to allow the public to find suitably-qualified members to deliver their projects.

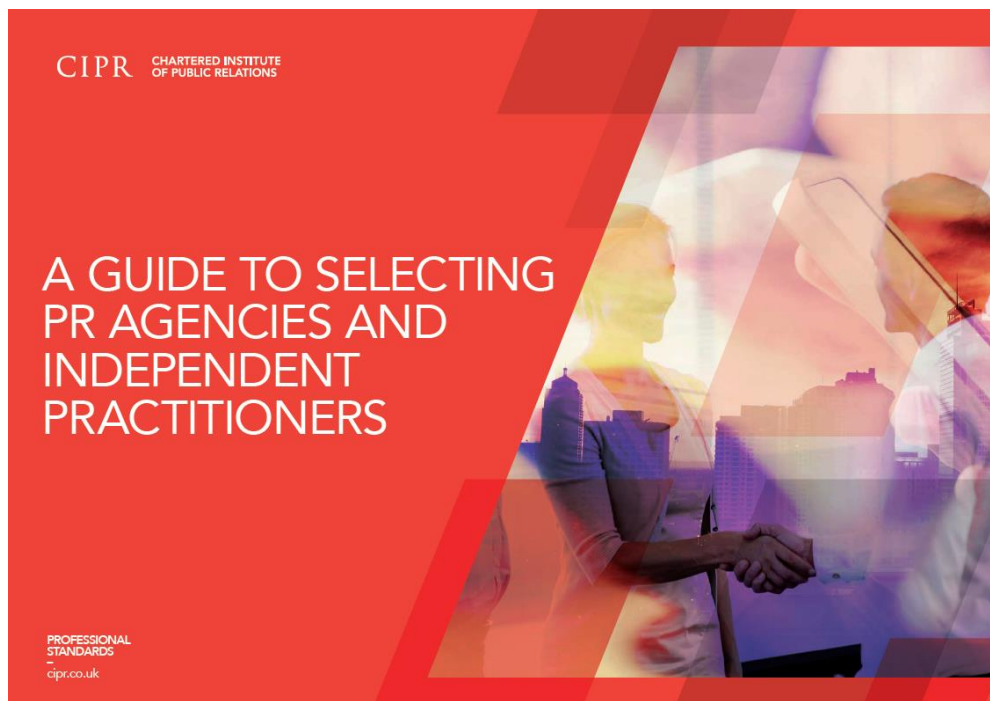
Continue the CIPR's **membership** of the Professional and Business Services Council, the Confederation of British Industry, the London Chamber of Commerce and Industry, the Federation of Small Businesses and Institute of Business Ethics; identifying opportunities to improve understanding of what public relations professionals can offer.

Maintain the **UK Lobbying Register** and work to develop greater transparency in lobbying practice.

Promote our **Awards** winners year-round, giving maximum visibility to practitioners who demonstrate that they can successfully deliver value for their clients.

In 2020:

- Achieve increased views/downloads of the client and recruitment guides.
- Provide CIPR speakers for five business, industry and third sector conferences.
- Undertake a survey to establish business awareness of PR and its value.
- Pursue research and partnerships with business schools.
- Contribute to the UK's Industrial Strategy through membership of the Professional and Business Services Council.
- Partner with the Confederation of British Industry to support businesses across the UK in their stakeholder relations.
- Publish a thought leadership paper on professional judgement to initiate a wider discussion about how public relations can add value to organisations at a strategic level.
- Develop a training offer for senior managers outside the public relations profession to raise awareness of the role public relations can play in supporting them.



CIPR CHARTERED INSTITUTE
OF PUBLIC RELATIONS

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PUBLIC RELATIONS
ROLES**

In association with
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PROFESSIONAL
STANDARDS
cipr.co.uk

BUSINESS

Demonstrating the value of public
relations to business



CIPR CHARTERED INSTITUTE
OF PUBLIC RELATIONS

Membership Learn and develop Network Awards News and views Our work About Us

RELATED TOPICS: [BLACK PR](#), [PR](#), [PUBLIC RELATIONS](#), [CIPR](#)

London, 08 January 2020

**UNETHICAL PRACTICES "UNRECOGNISABLE TO CIPR MEMBERS" AND
MUST BE CONDEMNED**





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CHARTERED BODY
PROJECT PROFESSION

Promoting professionalism: How APM achieved chartered status and galvanised the emerging project profession

Debbie Dore, APM CEO



Summary

- About APM
- Promoting professionalism
- Why chartered is so important and how we got there
- The impact
- What's next? – navigating into the future

Property Services

An overview



Over 31,000 individual
members 500+ corporate
partners

18,000
qualification/standards
takers per annum

200 CPD events a year

4 major conferences

500+ volunteers and
ambassadors

121 staff

1.6 million unique visitors to
the APM website

£12 million revenue

UK member of the
International Project
Management Association
(IPMA)

An aerial photograph of a large, dense crowd of people at a festival or event. The people are wearing colorful clothing, and the overall scene is vibrant and busy. A maroon rectangular text box is overlaid on the lower half of the image.

our mission

Inspiring communities to deliver meaningful change for societal benefit by advancing the art, science, theory and practice of project management.

our objectives

Chartered standard

Successfully position, develop and launch the Chartered standard to become the accepted benchmark standard for project professionals.

Membership growth

Accelerate the growth, diversity and global reach of APM's membership by engaging with new sectors and communities.

Knowledge and research

Advance the art, science, theory and practice of project management with an innovative knowledge and research programme.

Organisational innovation

Define and build APM as the model of a sustainable professional body for the 21st century.

Property of APM

Collaborate and engage

Accelerate the universal adoption of project management by people delivering change through collaboration and partnerships.

The challenge for our profession



- ❖ Projects by nature are challenging and push boundaries
- ❖ Many projects succeed but megaprojects steal the headlines often for less than positive reasons
- ❖ Higher expectation of benefit and lower tolerance of failure
- ❖ Greater demand for transparency and accountability
- ❖ Project management is seen to be about process but it is people that deliver projects
- ❖ Time for professionals to stand up and be counted

The desire to be chartered

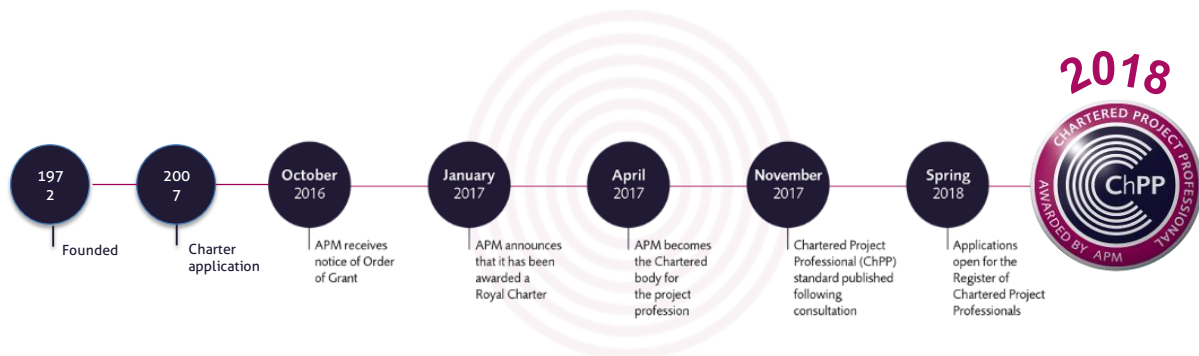


"I homed in on the pursuit of Royal Charter, not simply to achieve it but more importantly to give us a focus ... into becoming an effective, modern organisation that could match any other professional body in terms of quality, efficiency and ultimately in size."

Late Mike Nichols (former APM Chairman), in 2007



Long road to charter



Why is chartered status so important?



- ✓ Raises profile and value of PM as career of first choice
- ✓ Puts project management equal to other professions
- ✓ Raises standard of project delivery
- ✓ Provides employers with a register of assured professionals
- ✓ Provides external recognition for the individual
- ✓ Ensures CPD and ethics are at the heart of the profession





Keeping stakeholders engaged and involved

44

Property of APM



Other keys to our success

45

Property of APM

Road to charter

- Series of 11 papers
- Released monthly
- Prepare the profession
- Increase understanding
- Visible progress
- CPD, ethics, volunteering, diversity, nurturing talent, public benefit



What were we trying to achieve?



- Achievable in first 10 years of career
- Build on learning to date
- Possible to achieve with no formal qualifications
- Robust appropriate assessment method for time poor people
- Importance of CPD and ethics
- A single code of conduct



Routes to chartership



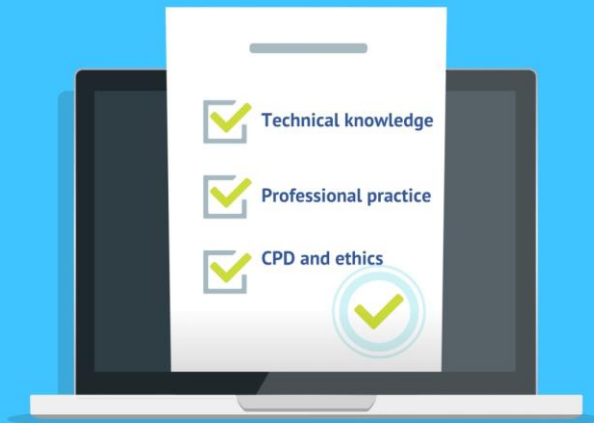
Route 1: for those who have a recognised assessment for technical knowledge e.g. APM qualification, relevant university degree, in-house corporate programme assessed to cover the required knowledge, a qualification from another professional body

Route 2: for those who have a recognised assessment for technical knowledge and professional practice e.g. APM RPP, corporate academy, university or other professional body

Route 3: an experiential route for those who meet the eligibility criteria but have no formal prior assessment



What is being assessed?



Easy to understand guidance and support

- **The ChPP standard**
 - Eligibility criteria
 - Routes of entry
 - Mandatory and options competences
- **Application Guidance**
 - Understand what being chartered means for you
 - Decide if becoming chartered is right for you now or at a later date
 - Prepare your application
- **Monthly webinars, FAQs, videos and further advice**



Progress to date

- 1032 Chartered Project Professionals
- 59 based overseas
- Youngest 26; oldest 71
- Wide range of sectors
- Only 15% women!
- More to do to create a truly diverse profession





Impact so far 2017-2020



- ✓ Membership grown from 26,000 to 32,000
- ✓ Student membership up from 3,500 to 7,000
- ✓ Overall revenue up by almost 30%
- ✓ Qualifications/standards revenue increased by 47%





Creating a talent pipeline

- 500+ schools engaged with *Make it Happen* campaign
- 80+ university, school and college events this financial year
- *Project: You* student guide produced – supported by 65 corporates
- New Student member insight events – Arup, Linklaters
- New Emerging Professionals Network successfully piloted



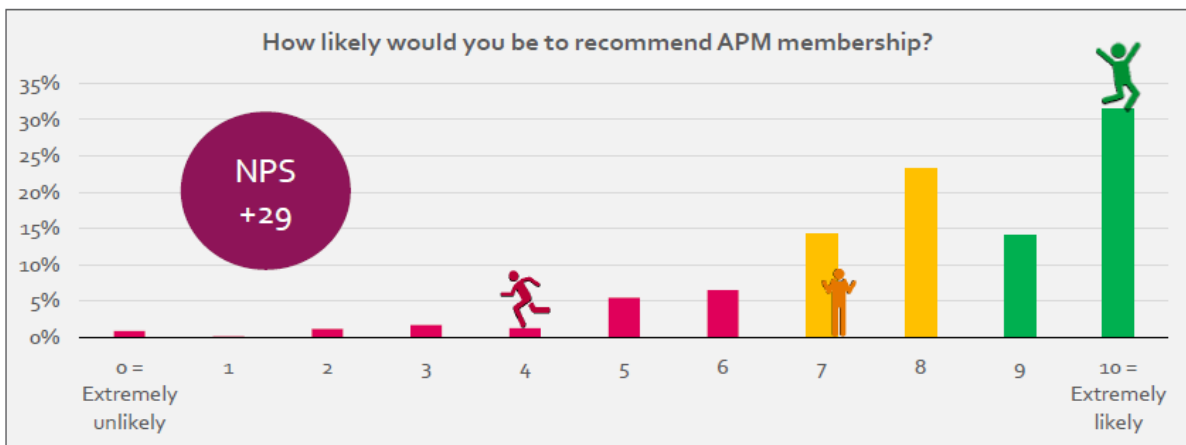
ARUP
Linklaters

Apprenticeships

- Over 5,000 level 4 apprentices
 - credit to the profession
 - APM project management qualification part of the course requirements
 - Increased interest from training providers
 - real asset to their employers (such as NHS, BBC, Royal Mail, Caffe Nero, UBS, Teach First)
- 150 degree apprentices
 - Rolls Royce, BAE Systems, B&Q, Hampshire Council, Isle of Wight Council, Arup, Turner & Townsend



What do our members think?



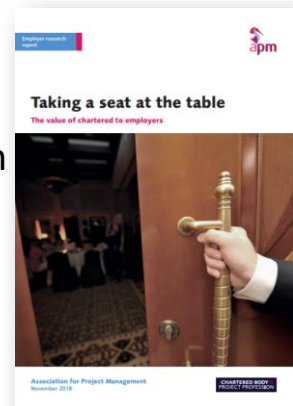
What do employers think?

Conducted research: *Taking a seat at the table*

78% of employers surveyed said more likely to recruit a project manager with chartered status than one without.

89% believe ChPP status will be positive for an individual employee.

86% believe chartered employees add to the reputation of their organisation.



Our key annual tracker question



The pride and status point....asking the profession:

If they think profession's reputation would be enhanced over next five years (+4,000 responses per survey)

In 2018 a net **60%** said YES

In 2019 this increased to **62%**

In 2020 this increased further, to **66%**

What's next?

- Maintaining momentum
- Show we are serious about CPD and ethics
- Ensure a continuing consistent level of assessment
- Building chartered capability - ensure government and major employers adopt throughout their supply chain
- International application



and the ultimate challenge ... provide evidence that

Chartered Project Professionals deliver better outcomes



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A New Decade for Professionalism

Gill Hodges
President Society of Radiographers
January 2020



WE ♥ NHS



Employs over 1.5 million staff

- 4th largest employer in the world

WE ♥ NHS



What changes will there be over
the next decade..... and how will
these affect staff?

Developments over the next 30 years



Millennials have different expectations to previous generations:



Flexible working patterns



Portfolio careers



Embedded technology

Education of professionals

- AI
- Imaging skills will still be required
- Greater understanding of disease
- Continue to develop scientific skills
- Communication skills

Healthcare technologies

- AI
- Lifelong access to education and training
- Expertise and guidance to evaluate technologies
- Time to adopt new technologies
- Research

What is professionalism?



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"The key to quality and efficiency is professionalism."

Anonymous

What is professionalism?



Professionalism – polished skill



- Civility
- Expertise
- Rectitude
- Respectability
- Competence
- Probity
- Steadiness
- Thoroughness
- Acumen
- Dedication
- Facility
- Reliability
- Sophistication
- Willingness

What is professionalism?



Measuring Professionalism



'professionalism' both as an holistic concept, and as a set of specific appropriate behaviours.

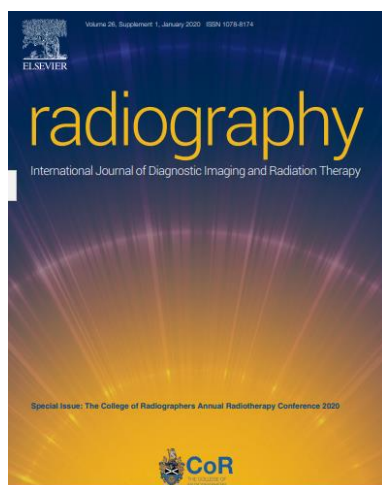
'Professionalism' is not perceived as an absolute, but constructed in the interaction of individual and context

professionalism as a judgement rather than a skill, and of the role of organisational support

The true skill of professionalism may be not so much in knowing what to do, but when to do it.



Health and Care Professions Council 2014



Aims and Scope

Radiography is the official peer-reviewed journal of the Society and College of Radiographers and the European Federation of Radiographer Societies.

Radiography promotes evidence-based practice by disseminating high quality clinical, scientific and educational research related to all aspects of diagnostic and therapeutic radiography. We publish research articles, systematic and narrative reviews, editorials and letters of international relevance that advance knowledge and encourage innovation within radiography. We welcome radiography research submissions that embrace robust and innovative qualitative, quantitative and mixed method approaches.

Radiography is essential reading for researchers, radiographer practitioners*, radiography education and student radiographers. We aim to influence clinical practice and patient care by informing practitioners, managers, leaders and policy makers working within or aligned to clinical imaging and radiation therapy services.

* Includes all radiography practitioners including diagnostic and therapeutic radiographers, medical radiation technologists, radiologic technologists, radiation therapists, medical radiation practitioners, sonographers and nuclear medicine technologists.

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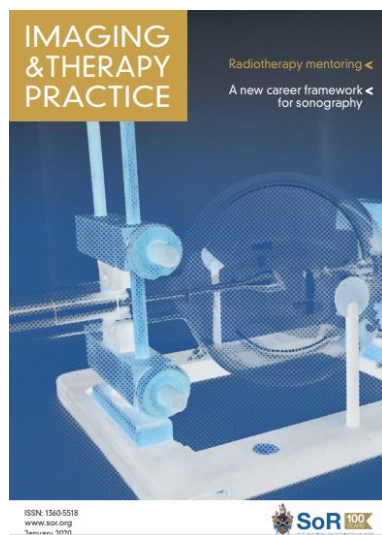
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Representative of the European Federation of Radiographer Societies

Frank Zerb *University of Limerick, Ireland, UK (UK)*





The CPD Now Radiography App

Plan, record and evaluate your CPD on the go - off and on

Use the FREE app to easily create a CPD Planned Pathway based on Imaging and Therapy Practice journal articles

Planned Pathways are template CPD plans, which can be imported into members' CPD Now portfolios.

Each plan contains a variety of tasks, such as discussing the article with colleagues or finding out more about something mentioned by the author.

All plans have at least one evaluation and reflection activity, which will prompt users to record their learning as a piece of CPD in the CPD Now Radiography App.

You can use the App to read the QR code found at the end of each article published in Imaging & Therapy Practice.

Then you can save the plan to your CPD portfolio.

[Download the free CPD Now Radiography App.](#)

Search for 'CPD Now Radiography' on the App Store



IMAGING & THERAPY PRACTICE

2019 STUDENT COMPETITION

The 'Highly Commended' Articles

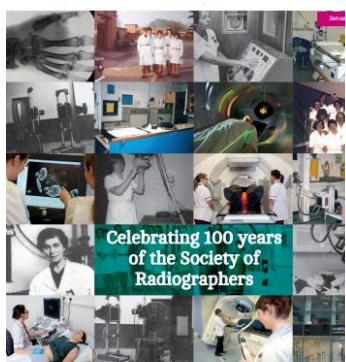
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Celebrating 100 years of the Society of Radiographers

WELCOME TO 2019 AND THE SOCIETY'S 100TH YEARS
Page 2

FAREWELL TO WARREN TOWNS
Page 4

RISK 2019 REPORT
Page 14

WORLD RADIOGRAPHIC 2019 PICTURE
Page 24



A radiographer's experience of the CoR's Overseas Conference Grant

JACQUELINE MATTHEWS

Research radiographer, personal imaging and health department at St Thomas' Hospital, King's College London

In October I was supported by the College of Radiographers (CoR) Overseas Conference Grant to attend my first overseas conference at the 2019 World Congress on Ultrasound in Children and Adolescent Medicine in Berlin.

I attended my abstract presentation and received feedback on my research project.

It was a fantastic experience and I was able to meet and network with other professionals in the field. The grant was a great support and I was able to attend the conference and present my research project.

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being presented on the radio image in 2019-2020

In terms of the educational benefits, including having the opportunity to attend the conference and present my research project, the grant was a great support and I was able to attend the conference and present my research project.

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Applications open for arthritis and MSK internship programme

Applications are now being accepted for the 2020-2021 Arthritis and MSK Internship Programme.

Sponsored by Arthritis Research UK, the programme is designed to give students and recent graduates who have an interest in chronic musculoskeletal conditions the opportunity to gain experience in the field of arthritis and MSK.

The programme is a 12-month placement, starting in September 2020 and ending in August 2021. It is open to students and recent graduates who have an interest in chronic musculoskeletal conditions.

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Updates to AAA screening standards

The 2019 AAA screening standards for breast cancer have been updated. The new standards include the latest performance standards for

breast cancer screening. The new standards include the latest performance standards for breast cancer screening. The new standards include the latest performance standards for breast cancer screening.

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THE SOCIETY OF RADIOGRAPHERS



Patient Public and Practitioner Partnerships within Imaging and Radiotherapy: Guiding Principles

5. Ensure that I understand your role and make me feel confident and safe in your care:

"It may not matter to me that you are a radiographer rather than a nurse but I need to know that you are skilled at what you do, that the equipment you are in is up to the job, and that I can have complete confidence and feel safe in your care. Show me that you know what you are doing and that I can trust you."

"I was extremely apprehensive about the MRI scan during that I would not be able to cope with the very claustrophobic environment. The staff were amazing!! At all times my dignity was respected guiding me through the whole process in a caring, caring and professional manner. Thank you very much!" (Email@domain.org.uk)

6. Consider my dignity and modesty:

"I can feel disappointed when I have very little clothing on. I was told on the bed obviously not up, it felt really important you knew there was nobody having a chat with me at all. It was just you just go with it because you were the best" (Email@domain.org.uk)

"Help us cope, help us to feel that we have some control" (Email@domain.org.uk)

7. Keep me informed during my appointment and at each stage of my journey, include any changes or delays to my results:

"I need to know that I have not been forgotten. I am likely to worry if I don't hear from you with my test. If you have to re-arrange my appointment to discuss with me and explain why, or if I haven't heard a result letter to me when there is nobody for me to talk to, I was advised

8. Make yourself aware of all my relevant medical and personal information required for care for me:


"If you don't have some information that you feel you should have please take time to find it, as happening and why. Don't risk making a wrong decision about my care to save time, please use the information available on the Patient Information System and to update this with what about me as a person"

9. Be aware of my limitations but please do not make assumptions about me:

"Be gentle with me if I am struggling to work, feel, be shown or strengthen my working. Please a you want me to do any of these things and try to help me if I tell you I can't do something. When up with observations that can be the patient with me. Consider alternative tests or position techniques. Don't continue regardless as this may result in an unsatisfactory outcome

Service Delivery – Guidance for Members/Practitioners/Staff

Core value	Guidance	Resources
1. Introduce yourself and tell me your role in the management of my care	The SoR Code of Professional Conduct states that, "You must communicate effectively and appropriately with patients, introducing yourself and giving relevant information during their examination or treatment". The SoR strongly advocates the "Hello my name is..." campaign.	https://www.sor.org.uk/for-the-public/who-we-are/our-roles/ https://www.sor.org.uk/for-the-public/patient-and-carer/ https://www.sor.org.uk/for-the-public/patient-and-carer/our-roles/
2. Treat me as an individual and explain the purpose of the procedure with specific reference to the management of my particular case	Empower patients by making them feel individual – refer to this useful resource on patient-centred care from the Health Foundation. Reflect on the effectiveness of your communication by using the card set of six articles about person-centred communication.	https://www.healthfoundation.org.uk/ https://www.healthfoundation.org.uk/our-work/our-approach/ https://www.healthfoundation.org.uk/our-work/our-approach/our-approach/
3. Find out what is important to me	Get involved in national initiatives such as "What Matters to You?". There is a developing body of work looking at value based practice .	https://www.england.nhs.uk/what-matters-to-you/ The Collaborating Centre for Value Based Practice in Health & Social Care (2019) http://www.vbpcentre.org/ • Kershaw R, & Newton-Hughes A. (2017). Value Based Practice in Radiography, Imaging and Therapy Practice. June 2017 p10-18 http://www.vbpcentre.org.uk/for-the-public/our-approach/our-approach/ • Zdenkowski N, & Bower P, Tenison L, Bray F. (2018). A systemic review of research into the patient making a decision about treatment for early breast cancer. The Breast (2018), p11-15, 1001. https://doi.org/10.1016/j.breast.2018.05.001



Values-based Practice in Diagnostic & Therapeutic Radiography

A Training Template

HANDBOOK & TRAINING RESOURCES

Edited by
Dr Ruth Struelens & The Association of Radiography Educators
in collaboration with
The College of Radiographers &
The Collaborating Centre for Values-based Practice in Health and Social Care

Part I: 1. What is values-based practice?

Values-based practice (VBP) is a sister framework to evidence-based practice. In clinical skills VBP supports health care professionals to practice shared evidence making with their patients, using dialogue about values.

Case Example 1: Mrs Jones' Knee (taken from the VBP in Clinical Care Handbook)

Mrs Jones (not her real name) was referred to an orthopaedic surgeon with a pain in her knee. The best option with this condition, the surgeon explained, is a knee replacement of course as with any operation but with a prosthetic knee joint she would still be free.

Mrs Jones thanked the surgeon saying 'I'm so pleased, doctor. I'll be able to get on with my life now.' The surgeon replied, 'You see, Mrs Jones explained I'm worried about it. It's the fact I can't bend down well enough to do my gardening. The surgeon explained that with the prosthetic joints currently available she is mobile, and possibly less so, post-op. After a brief further discussion Mrs Jones decided on conservative management.'

Most people with painful arthritic knees want to get rid of the pain. It was natural for the surgeon to assume this was what mattered to Mrs Jones. No doubt it did matter more to her was to recover the mobility she needed to do her gardening. Mrs Jones' individual values (what mattered most to her) that determined her choice of the surgeon to opt for conservative treatment.

Read More: For further clinical examples see **Part III - The Resources Library Template Materials, Section 3.**

Part I: 3. How is values-based practice implemented?

The basic model of training

Details vary (see **Read More**, below) but for each group, training sessions follow the same basic model: a brief introduction to values and VBP followed by extensive discussion of cases from everyday practice.

Seminar Content	Learning Outcomes
BRIEF INTRODUCTION TO VBP Two brief (10 minute) interactive group exercises plus plenary discussion	Raised awareness of: 1) Many meanings of 'values' 2) Diversity of individual values 3) How this diversity drives different choices from the same evidence-base
EXTENDED CASE DISCUSSION Small group work plus plenary discussion around everyday case scenarios	Embedding the above and applying to decision-making in everyday practice
TAKE HOME TWEAKS Reflection in pairs on personal practice plus plenary feedback aim is for each delegate to come up with one small change they can make to their own practice	Further embedding the above by applying to decision-making in each delegate's own everyday practice

The ARE have worked with Bill Fulford and Ashok Handa over the past two years to develop these training materials and to make them relevant for diagnostic and therapeutic radiography. We have gained CPD Now endorsement from the College of Radiographers for the training materials and we are keen for them to be used by radiographers training staff and students in VBP.

We are grateful for all of the input that we have had from colleagues, students and service users.

We would be very pleased to provide support if you are interested in developing your own programme - please see:

Valuesbasedpractice.org [Becoming a Project Partner](mailto:becoming.a.project@parter.co.uk)
SoR.org [Association of Radiography Educators](http://AssociationofRadiographyEducators.org)

Read More: The timings shown in Table 1 are for a two hour session. For full seminar outlines, including details of the interactive exercises, please see **Part II - The Training Template, Section 2. Details of Seminar Building Block 1** and corresponding sections of **Part III - The Resources Library**

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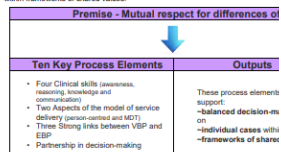
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Read More: For further clinical examples see **Part III - The Resources Library Template Materials, Section 3.**

Summary of VBP

The process elements of VBP are summarised in the diagram below. Framed mutual respect, ten key process elements support balanced decision-making or within frameworks of shared values.



THE COLLEGE OF RADIOGRAPHERS
**ANNUAL RADIOTHERAPY
 CONFERENCE**
 24-25 January 2020 • Hilton Brighton Metropole

Endorsed
CPD Now



UKiO UK IMAGING & ONCOLOGY
CONGRESS 2020 1-3 JUNE 2020
 ACC LIVERPOOL

Pathways and
 communication

Annual Student Conference 2020

The focus of our Annual Student Conference 2020 will be on research, career development and hearing the patient perspective from professionals.

This event is designed for radiography students, studying both therapeutic and diagnostic disciplines.




With so much to celebrate - 100 years of Society of Radiographers and the 10th Year of NCRM - Philips and the SCoR are excited to collaboratively host the National Conference for Radiology Managers 2020 (NCRM) in London on 21 May.

Bringing together radiology managers and clinical directors, a series of engaging lectures, motivational speeches and panel discussions will focus on the theme: **'Celebrating Leadership'**.
Registration is now open so don't delay, places are limited and on a first come first served basis.




The conference is free to attend and is CPD accredited.

***Developing tomorrow's leaders:
Essential training for Radiography
Managers***

Society and College of Radiographers

12th – 13th November 2019
Hallmark Hotel Warrington




Aims

- To support you as managers within clinical imaging and radiotherapy to:
 - Deliver successful partnership working
 - Be better at managing change
 - Have confidence in the professional services you deliver
 - Have confidence in your abilities as managers
 - Be resilient and inspire others into management roles



So why research



Research can introduce dimensions that are normally excluded from reflective practices within a profession.

research can, as a process for participants, facilitate, 'stimulate and support critically reflective practice'

'We are professionals, we are not just "implementers" of policies, we need to think and adapt the policies to our reality, but at the end we don't have time for that'.

research can offer a reparative or augmented reflective space that can be absent from the usual working situations of the practitioners

Jones, Charitou, Mercieca & Poblete Nunez(2019)

Networking

Peer review

Research

Training

Mentorship schemes

Funding opportunities

Building an evidence-base

Collaboration

Disseminating research findings


Using evidence in practice

Influencing policy

For more information about **cahpr** and to find out how to get involved, contact the **cahpr** Support Officer:

email: cahpr@csp.org.uk

telephone: 020 7306 6613



Introducing cahpr

cahpr's mission is to develop allied health profession research, strengthen evidence of the professions' value and impact for enhancing service user and community care, and enable the professions to speak with one voice on research issues, thereby raising their profile and increasing their influence.


cahpr comprises of a Strategy Committee, a Professionate and a UK wide Regional Hub Network

cahpr provides excellent opportunities for learning, sharing, networking, collaborations and access to advice and support. **cahpr** strengthens the professions' research activities and outputs facilitating the translation of research findings into practice and education.

For more information about **cahpr** and how you can get involved please contact **cahpr** Support Officer

Email: cahpr@csp.org.uk

Tel: 0207 306 6613




Support for Allied Health Professions Research

The regional hubs:

- 1 Cheshire and Merseyside
- 2 Cumbria and Lancashire
- 3 East Angles
- 4 Essex
- 5 Greater Manchester
- 6 Hertfordshire
- 7 Keele
- 8 Kent and Medway
- 9 London
- 10 Midlands
- 11 Northern Ireland
- 12 North East England
- 13 North of Scotland
- 14 North Wales
- 15 Oxfordshire
- 16 Sheffield
- 17 Southern Central
- 18 South, Mid and West Wales
- 19 South East Scotland
- 20 South West England
- 21 Surrey and Sussex
- 22 West of Scotland
- 23 Yorkshire

For contact details of your local hub and for further information about **cahpr**, please visit our website: www.csp.org.uk/cahpr





Home	Public and Patient	About radiography	About us	Being a member	Learning	Career progression	Practice	Trade union support	Around the UK	
<div>Education approval and accreditation</div> <div>Application for programme/placement approval</div> <div>Approval and Accreditation Board</div> <div>Fees</div> <div>Assessors</div> <div>Dental nurse courses</div>					<div>Trainee assistant practitioners</div> <div>CPD</div> <div>CPD Now</div> <div>CPD endorsement</div> <div>Protected study time</div> <div>Online CPD and accreditation training</div> <div>e-Learning</div> <div>e-Learning for Healthcare</div> <div>Exclusive e-learning discounts for overseas members</div> <div>CoR events</div> <div>Short courses and study days</div> <div>Ten top tips to help you organise a successful study day</div> <div>Understanding and Implementing the Guidelines on the Radiological Investigation of Suspected Physical Abuse in Children study day</div>	<div>Post-registration courses</div> <div>Certificate of IV administration</div> <div>Postgraduate award in mammography practice</div> <div>Library and publications</div> <div>Policy & guidance document library</div> <div>Archived and superseded policy and guidance document library</div> <div>Radiography</div> <div>Imaging & Therapy Practice</div> <div>Synergy News</div> <div>Imaging & Oncology</div> <div>SCoR Talk</div> <div>Top Talk</div> <div>Student Talk</div> <div>SoR News</div> <div>Health & safety newsletter</div>				<div>Webinars</div>
<div>Student zone</div> <div>Introduction to SoR</div> <div>Student benefits</div> <div>Student support at SoR</div> <div>News</div> <div>Radiography societies</div> <div>Student research and dissertations</div> <div>Preparing for work</div> <div>Emergencies and Support</div> <div>Student Awards</div> <div>Annual Student Conference</div> <div>Getting involved</div> <div>Work the World 2019/20</div>					<div></div>					

Collaborative and Partnership Working





- Professionalism is not a label you give yourself –
it's a description you hope others will apply to you

David H Maister

professionalism

leadbyexample

evidencebasedpractice

researchiseveryone'sbusiness

Fit for the Future



Health and wellbeing in the
workplace

Educational Structure review

- Entry into professions

Resilience

Workforce planning reviews



I've learned that people will forget what
you said, people will forget what you did,
but people will never forget **how you
made them feel**

Maya Angelou



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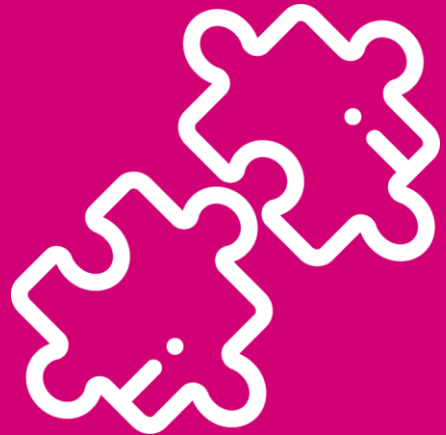

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The Impact of Professionalism in the Management 4.0 Age

Matt Roberts - Director of Membership



ABOUT CMI

WHO ARE WE?

- Better led and managed organisations
- From accidental managers to conscious leaders
- The only Chartered Professional Body for Managers and Leaders
- 130,000 members including 80,000 students
- 600 partners
- 70 years

INITIAL CONTRIBUTION TO PROMOTING PROFESSIONALISM IN THE 21st CENTURY

- Supporting young graduate professionals (21st Century Leaders CMI 2014)
- Chartered Manager Impacts & Benefits (Mapping Management Excellence CMI 2015)
- Delivering Diversity (Blueprint for Balance: Broken Windows CMI 2018)

A Nation of Accidental Managers?

There are 2.4 million accidental managers in the UK (CMI 2017)

Just 1 in 5 managers are professionally qualified (CMI 2017)

Business impacts

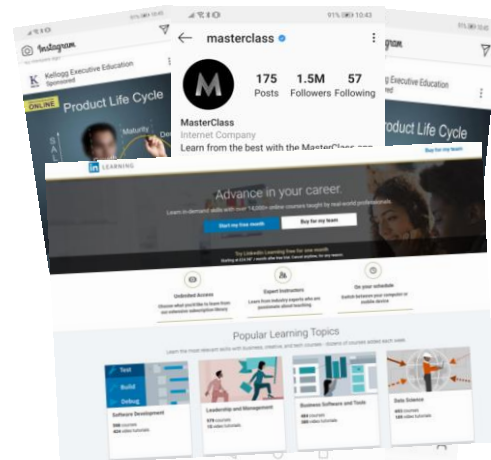
Poor management costs the UK economy £84bn p/a in lost productivity (IIP 2017)

Only 28% feel change is well managed in their organisation (CMI 2018)

Wellbeing

Managers work an extra 44 days per year (CMI 2017)

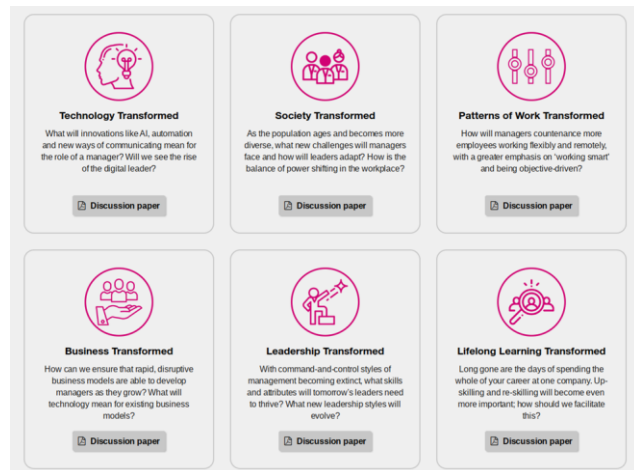
1 in 10 took time off with mental health issues (CMI 2018)



Management 4.0

New challenges facing all managers and leaders

- New ethical issues around machine learning and AI
- Greater value placed on leaders' human behaviours?
- The pace of change will only accelerate



Why Professional Managers?

The so what

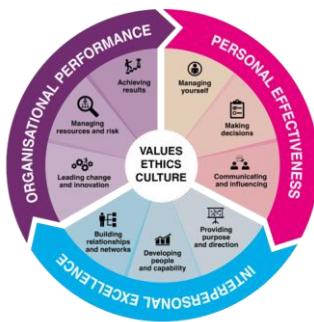
- Business benefits in terms of increased economic (25%) and people performance (33%) (CMI 2015)
- 70% of employers want management, leadership and enterprise embedded into the HE curriculum (CMI 2018)
- Chartered Managers deliver an extra £310k over 5 years (CMI 2019)
- Professional management delivers on diversity - Businesses are 35% more likely to outperform when they have an ethnically and gender-balanced leadership (McKinsey 2019)



**GRADUATION
DAY**

CLASS OF 2019 • CMI

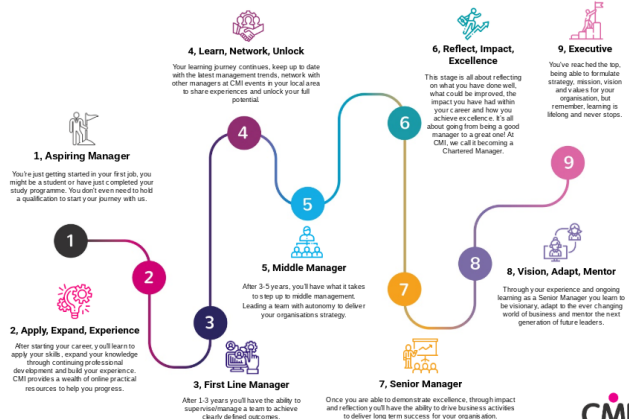
CMI Approach



Refreshed professional standards

Practical application and benefit from professional development

YOUR CAREER JOURNEY WITH CMI MEMBERSHIP



CMI

Fresh Content



FIVE COMMON DIFFICULT CONVERSATIONS AND HOW TO HANDLE THEM



MANAGING COMPLAINTS, RESOLVING DISPUTES, AND HANDLING DIFFICULT CONVERSATIONS ARE KEY MANAGEMENT SKILLS. WHAT CAN YOU EXPECT FROM THEM, AND HOW SHOULD YOU PROCEED?

SOMEONE IN YOUR TEAM IS UNDER-PERFORMING

Nothing could be more frustrating as a manager than to find yourself in a situation where you have a team member who is under-performing. It's a common problem, and one that can be solved with the right approach.

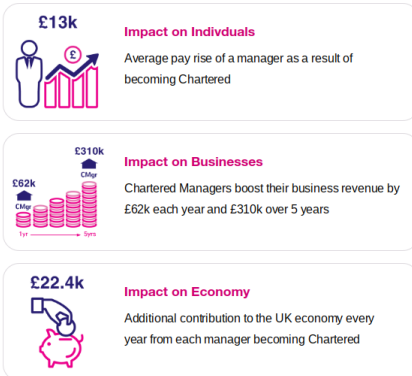
YOU AND A COLLEAGUE ARE GOING FOR THE SAME PROMOTION

It's a common situation where two colleagues are competing for the same promotion. It's a challenging situation, but one that can be handled with grace and professionalism. The key is to focus on your own performance and let the results speak for themselves.

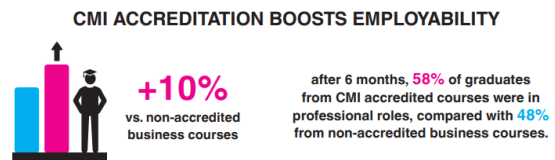
Impact

We all need to be able to demonstrate robust proof points of professional impact

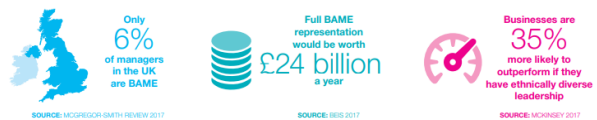
The Value of Chartered Managers (Oxford Economics 2019)



Graduate employability increases (DLHE 2019)



Delivering Diversity (various sources)



What's Next?

- Fully personalised digital experience
- Let's identify your ambitions, strengths and development points
- Provide you with the fresh content you need to excel
- Signposting you to the best opportunities to meet other members and achieve through more local CPD events





Professionalism is more important than ever

- Management & Leadership skills in greater demand
- Significant business impact of Chartered Managers
- Greater employability for those with management skills
- Diversity comes with professional management and leadership
- Challenge populist approaches with fresh, practical thought leadership, content and pathways
- Proof of impact is essential

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Promoting the Profession and Promoting Professionalism within Occupational Therapy

Karin Orman

www.rcot.co.uk



Strategic Intentions

Royal College of
Occupational
Therapists



Strategic Intentions 2018–2023

- **Position** the profession, and our members, for the 21st century
- **Enhance** the profile of the profession to a range of audiences
- **Ensure** RCOT is a thriving membership organisation within which members flourish



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RCOT – Professional Development Support

Royal College of
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Professional enquiry service
and professional advice

0293 141 4630



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Opportunities as an RCOT member

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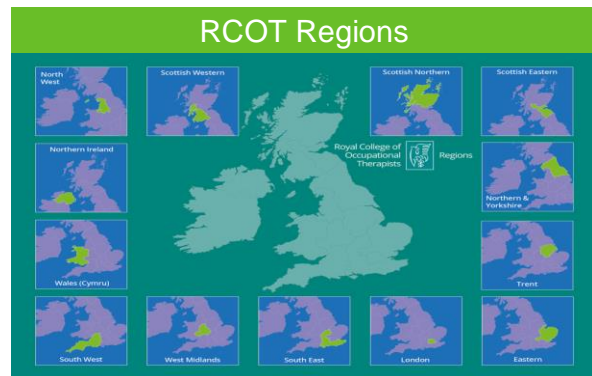
RCOT Specialist Sections



RCOT Boards

4 countries
Learning and Development
Education

RCOT Regions



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Challenges for the profession

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- Articulating their skills set and role
- Leadership
- Applying professional expertise
- Applying approaches within new models of practice across the wider spectrum of practice.



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Occupational therapy: Improving lives, saving money

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Resources for members

CPD Short courses CPD@RCOT

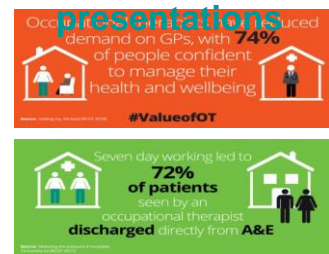
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Ten reports



Graphics for social media and presentations



Available at: <https://www.rcot.co.uk/promoting-occupational-therapy/occupational-therapy-improving-lives-saving-money>

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Impact of the campaign

Royal College of
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Occupational therapists
talking about **occupation-
centred practice**

Greater **visibility** of
occupational therapy with
politicians, key senior health
officials and the public

Members are **engaged**
and want to be a part of the
campaign

Raised RCOT profile
e.g. Increased number of
speaker invites, high level
strategy group invitations,
media

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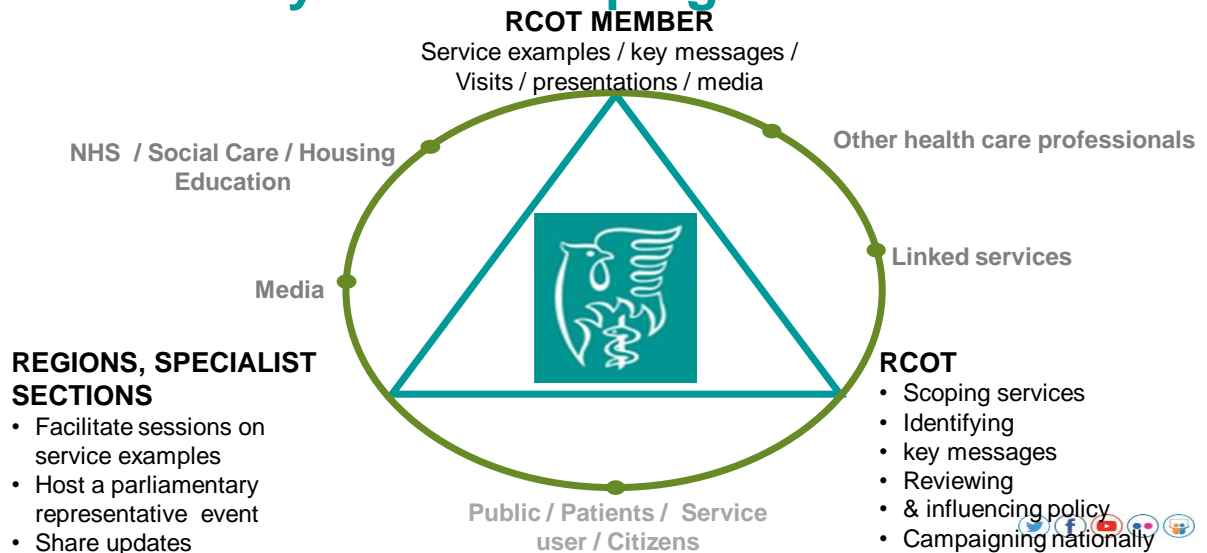
Small Change Big Impact

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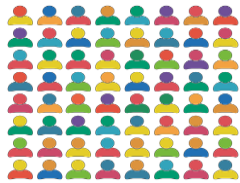
Participating as a professional community in the campaign

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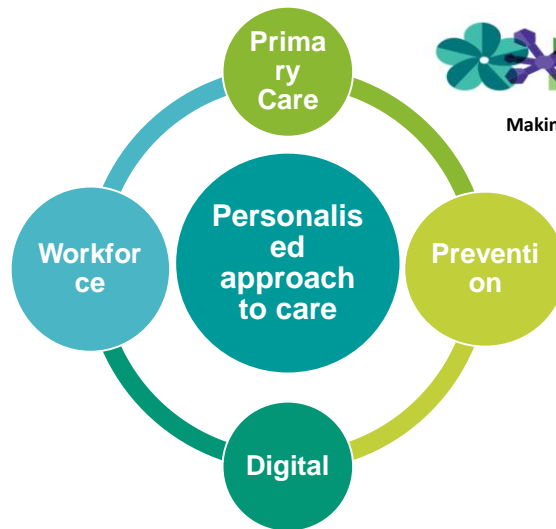


Are you fit for the 21st Century?

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Scotland Digital NHS



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Making it Real – Think Local Think Personal



Specialist and Generalist

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TRADITIONAL THINKING

To be successful we need to specialise early and invest time/effort in gaining specific skills



NEW THINKING

Taking a broader, generalist approach leads to more successful, fulfilling careers (and better client outcomes)

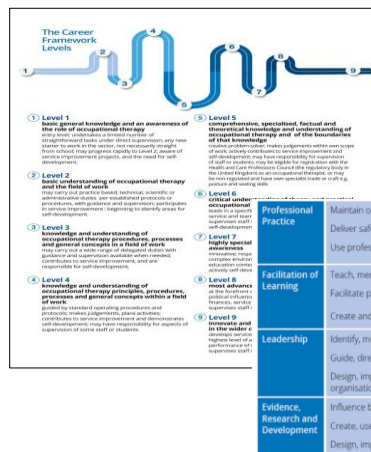
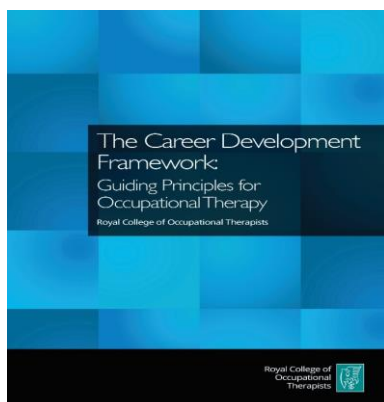


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RCOT resources for professional development support

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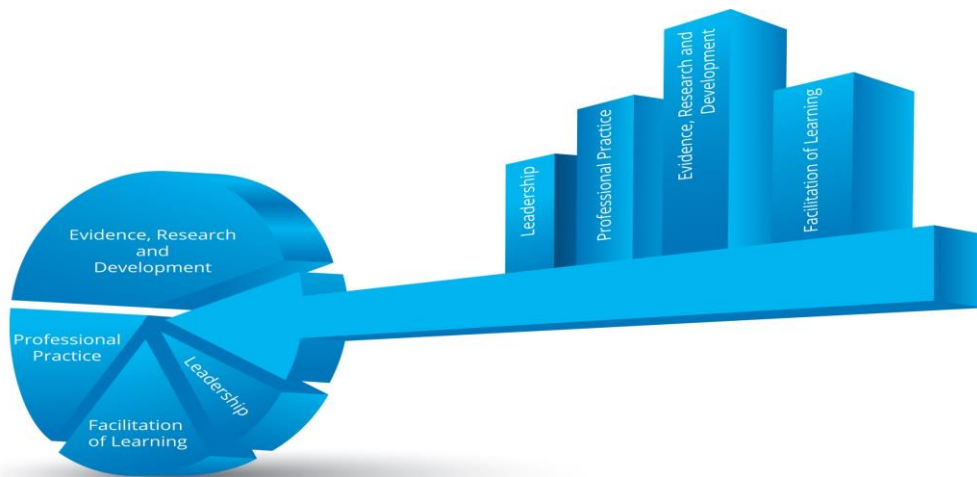


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Whole career development

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(RCOT 2017)

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RCOT Research and Development Strategy 2019-24

Royal College of
Occupational
Therapists



Purpose: to inform, guide and direct the development of research capability and capacity in the occupational therapy profession in the UK, and the quality and impact of the associated research outputs.

Vision for research: within the next decade, a UK-wide culture which embraces engaging in and with research as every occupational therapist's business will become embedded within the profession.

Spectrum of research engagement: from working actively *with* existing research evidence, to participating *in* the development of the evidence base, along which every occupational therapist and worker can find a place and progress support

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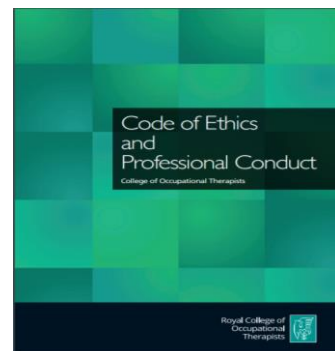
Review of code of ethics and standards

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For the first time, RCOT are combining the *Professional Standards for Occupational Therapy Practice* and the *Code of Ethics and Professional Conduct*.

Professional Standards for Occupational Therapy Practice, Conduct and Ethics

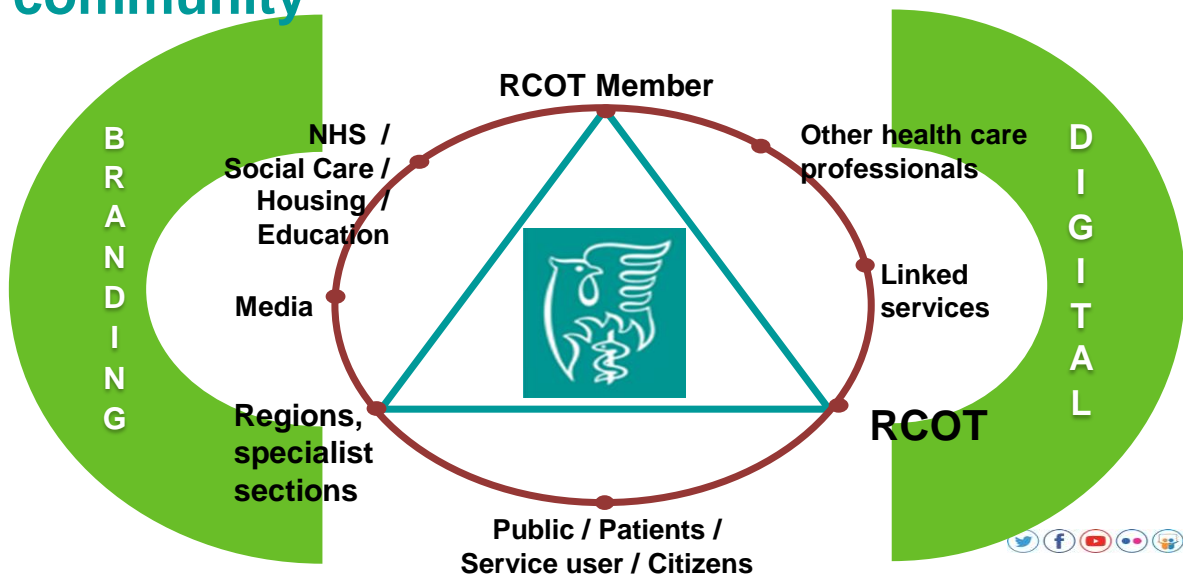


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Participating as a professional community

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PARN Workshop – Session One

Responding Individually

Please review the survey results that have been placed on your tables.

These are the results of the PARN Public Opinion Survey.

In your tables consider the results of the profession you have been given and answer the following questions:

1. What is surprising?
2. What would you do as a result of these perceptions?



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PARN Workshop – Session Two

Responding as a sector



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Remember a Charity

200 Charities join forces to raise awareness of legacy giving

- World's first 'charity-powered' search engine and public awareness campaign showcasing the pivotal role of charities in addressing life's biggest challenges.
- <https://www.rememberacharity.org.uk/>

Remember a Charity Week

- 'pass on something wonderful'
- Supported by Len Goodman
- Solicitors & will writers display campaign materials & encourage clients to consider charitable donation in wills
- Part of Institute of Fundraising



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Professions-wide Promoting Initiatives

Professions for Good

Initiated by Louis Armstrong former CEO of RICS

Incorporated 2012; dissolved 2016

Initial enthusiasm of around 12 large professional bodies

Problem of sustaining funding & Louis Armstrong death

Professions Week

Different but overlapping set of large professional bodies

Based on voluntary efforts of a few key individuals and supported by their professional body

November 2014 and 2015, then organising team disbanded



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Consider the following

1. What would you do collectively to promote professionalism, if money was no object?
2. What are the barriers to collectively promoting professionalism?
3. Considering these barriers, what are the next steps the profession could take to collectively promote professionalism?
4. How could PARN help with this?

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#proudtobeprofessional
Raising the profile of the profession
Debbie Larner - CIH

Why now?



Chartered
Institute of
Housing

- **After Grenfell fire:** focus on improving standard, skills, qualifications and regulation of people working across the life cycle of a building
- **Hackitt review:** focus on professional bodies to develop a cohesive framework of professional competencies
- **Social housing green paper:** recognised the need for “professionalism” and greater ‘customer service culture’ within the housing sector
- **Counter populism agenda:** which debunks the value of the expert and evidence bases



Ministry of Housing, Communities & Local Government
Building a Safer Future
Proposals for reform of the building safety regulatory system
A consultation



This Photo by unknownAuthor is licensed under CC BY

Professionalism - the change we want to see



Chartered
Institute of
Housing

- We need to generate a sense of **public pride** in social housing
- We need to see housing as a **profession of choice** to attract and retain the best people
- We must raise profile of housing as a profession – **challenge perceptions** that housing has become unprofessional
- We have a responsibility to tackle **stigma** (both internally and externally) – challenge each other, reflect on own behaviour, think about the consequences
- We should be seen of equal **credibility and status** as other professional partners we work with
- We should all operate in a manner that **raises the bar** – brings back **trust and accountability** for our knowledge and behaviours

Vison for the profession



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Our vision is to create a profession where housing professionals:

- are recognised and valued for their knowledge, skills and behaviours
- have the expected standards of knowledge, skills and behaviours to deliver the best services for their customers
- use their expertise to add value and change lives
- are committed to be a force for change across the sector
- play a key role in creating a future in which everyone has a decent, secure and high-quality place to call home

We will do this by :

- creating a **professional standards framework** of shared values and characteristics that enables housing professionals to build and maintain the trust and credibility
- ensuring our products and services are designed to ensure that housing professionals achieve and maintain the very **highest standards of operational, strategic and ethical competence** whatever their role.
- demonstrating the **value of professionalism** for both individuals and employers
- supporting housing professionals ensure the decisions they make have a **long-term, positive impact**

Is housing a profession?



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What
we
hear:

Difficult to articulate what we do – no single word like “lawyer” or “doctor”

People don’t necessarily understand what “housing” is

Behaviours may not always be suitable – adding to the stigma

We don’t really identify as a coherent group – role of the professional body?



The role of the professional body



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Develop, support and promote
professional standards

Provide a platform for CPD

Set standards for ethical practice

Challenge poor conduct

Provide knowledge and
skills

Provide independent and
unbiased advice

Provide a collective voice for
members

Influence government policy in
an independent way

Change/ improve organisational
practice

Speaks for the whole profession

Characteristics of a profession



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- Requires strong intellectual skills
- Provides an essential service
- Requires training and education
- Allows autonomy in decision making
- Identifies professional standards of behaviour
- Assumes individuals are responsible for their own actions and decisions
- Involves a confidential relationship between practitioners and customers/ clients
- Acts predominately in the public interest

Why is this important?

- Enhances the “brand” of housing
- Credibility = external investment and influence
- Provides a powerful collective voice
- Increases our reputation among other professions
- Enables a common purpose
- Strong heritage of common knowledge, skills and behaviour = consistency
- Engenders respect

What are we doing?









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- Wider **messaging** on the importance of the housing profession and the value of being a housing professional
- Host a **professional standards framework (PSF)** that will set out nationally recognised core characteristics that underpin what it means to be a housing professional in today's world and build on throughout their career.
- Develop our **CPD (professional development) platform** to support housing professionals develop the right knowledge, values and behaviours and continue with professional development

Professional standards framework



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-  Set the professional standards that individuals are expected to meet as housing professionals
-  Describe the core principles, characteristics and skills identified with professionalism
-  For members and non-members to use/refer to
-  Allows individuals to identify CPD needs and tailor content to support this
-  Based on self-assessment/ peer-assessment
-  Sets a benchmark for employers to support recruitment, development and retention

 metacopability

Professional principles



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A professional person:

- Has high standards of conduct
- Acts in the public interest
- Exercises reasoned judgement in the application of their knowledge
- Has an understanding of what is right
- Is current and up-to-date in their knowledge
- Demonstrates passion, drive and commitment
- Is motivated by a social purpose
- Has a commitment to a set of values
- Pursues opportunities to test insight, develop new approaches and innovate
- Enables their own and others' continuous professional development
- Reflects on their experiences, seeks feedback and actively applies learning
- Understands the limits of their expertise
- Possesses and uses specialised knowledge

Professional characteristics



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Knowledgeable

A housing professional has relevant and up-to-date knowledge to make the decisions and deliver the best customer service for their tenants. They understand the bigger picture and passion and commitment for continuous learning

Integrity

A housing professional acts with integrity underpinned by lived values and they challenge themselves and empower others.

Ethical

A housing professional acts in an ethical manner and makes decisions by applying principles and values consistently.

Inclusive

A housing professional acts in an inclusive and fair manner and builds good relationships and work collaboratively and inclusively with their partners, customers and communities to achieve better outcomes.

Advocate

A housing professional acts as an ambassador for the sector and profession and demonstrates the ability to adapt to new ideas, situation and change.

Leader

A housing professional demonstrates leadership and is forward thinking and create opportunities. They find solutions to improve outcomes for their organisation, customers and communities.

Professional skills



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Communication



Digital
working



Problem solving



Collaboration



Resilience



Partnership
working



Evidence based
decision making



Assertiveness



Influencing



Customer/
tenant focus



Why this matters.....



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For employers:

Assurance and confidence that staff will do the right thing

Compliance with legal, regulatory and statutory expectations

Ethical working practices

Relevant and up-to-date knowledge and skills

Competency provides assurance for residents

Confident and competent decision making

For individuals:

Professional recognition and status

Promotion and career development opportunities

Confident decision making

Continuous learning and improvement

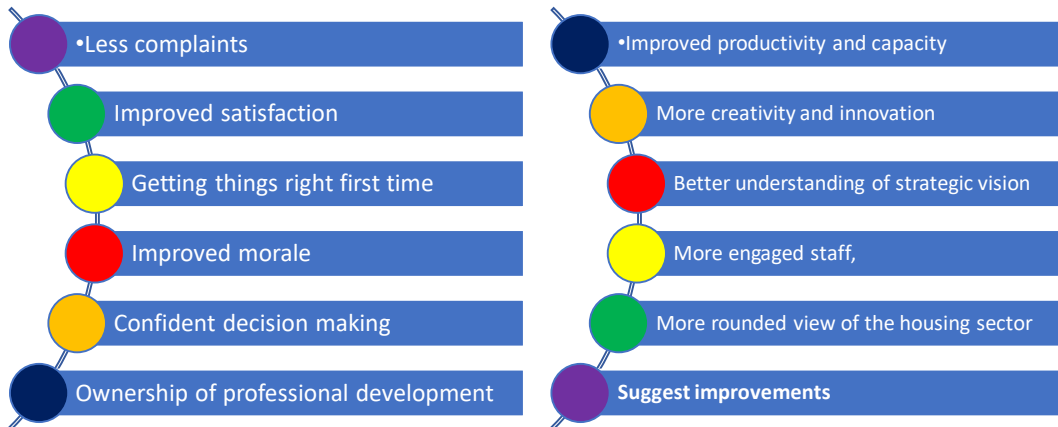
Improved knowledge, skills and behaviours

Credibility among peers and partners

In practice....



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Pandoras box.....



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- Routes to membership
- Expectations of chartered and fellow members
- Training and qualifications
- Code of conduct and code of ethics
- Content collation and curation
- CPD measurement and offer
- Products and services
- Practice what we preach....



Timeline		 Chartered Institute of Housing
Testing the knowledge skills and behaviours	Oct – April 2020	
Defining and understanding the user journey	Jan – April 2020	
Developing the platform	Jan - June 2020	
Collating content to support framework	Jan-March 2020	
Test the platform	March – June 2020	
Curate content	March – August 2020	
Launch online framework	Sept 2020	
Launch assessment modules	Jan 2021	

Questions or comments?



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PARN Conference
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