

Competencies for Band 7 Clinical Specialist

A: Professional Practice

1. Professionalism

1.1. Interpreting professional codes of conduct, standards of practice, professional and organisational policies as well as legal and ethical standards and incorporating them into own practice.

8.1. Adhere to the ethical, legal and professional requirements that inform safe and ethical Podiatry practice.

1.7. Understanding and recognising the role of the Podiatrist in the multidisciplinary team, respecting own code of practice and managing overlap of professional help seeking help where necessary

1.1. Demonstrating professional conduct and behaviours by adhering to legal, ethical and professional practice standards in all aspects of practice.

1.8. Recognizing when it is appropriate to refer decisions to a higher level of authority or include colleagues in the decision making process

1.9. Knowing and asking for support, including others in decisions or referring decisions to others when appropriate

8.2. Respect confidentiality.

1.5. Demonstrating effective planning / preparation for meetings, case conferences, in-services training etc.

1.6. Developing, introducing and promoting initiatives that will ensure professional practice and advancement of standards

1.2. Exercising a professional duty of care to clients and acting as an advocate for clients' right to self determination and autonomy

8.9. Write accurate, clear, contemporaneous records in accordance with legal and professional requirements

1.3. Representing self and the profession within their own service area and organisation in a competent and confident manner at a local, national and international level.

1.4. Promotes the profile of the speciality and profession locally and nationally

1.9. Managing own work life balance and supporting others in the management of their own.

1.10. Identifying service development needs and communicating these needs to all relevant stakeholders.

1.11. Keeping up to date with developments in own organisation, professional body and healthcare and applying the same to practice as appropriate.

1.12. Contributing professional expertise to wider organisation initiatives/ committees/steering groups at local, national and international levels.

1.2. Exercising a professional duty of care to, promoting self advocacy in and acting as an advocate for clients where appropriate.

1.3. Representing their profession confidently within their own service area and across multiple service areas within own organisation, larger health service and with all other relevant stakeholders.

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1.5. Maintaining knowledge of ongoing work being done by the Professional Body, healthcare services and relevant developments internationally and applying same to practice as appropriate.

1.6. Understanding the implications of current legislation as it applies to their specific area of practice.

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1.10. Managing own work life balance and supporting relevant others in the management of same.

1.11. Acting as an advocate for colleagues within the profession.

13.1. Practice within the professional boundaries of practice

13.2. Implement relevant legislation and policies as applicable to practice.

13.3. Understand the role of the therapy service within the context of the larger organisation.

13.4. Recognise the specific local context of practice, including the socio-cultural diversity.

13.5. Recognise and respond to the impact of inequality, poverty, exclusion and diversity on occupational performance.

13.6. Identify the need for change in practice within the context of changing demographic, economic and legislative needs.

8.4. Recognise own scope of practice, knowledge and competencies.

8.5. Recognise when it is appropriate to refer decisions to a higher level of authority.

8.6. Recognise when it is appropriate to make decisions in collaboration with others.

8.8. Demonstrate awareness of personal strengths and limitations.

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2. Therapeutic & Professional Relationships

2.1. Actively engage in effective therapeutic and professional relationships with the service user, carer, colleagues and other services

2.2. Treat individuals in a fair, equitable and inclusive manner, in all therapeutic and professional relationships

2. Caseload Management

2.1. Applying expert clinical knowledge, reasoning and skills in their assessment, planning, implementation, evaluation and modification of treatment programs for service users in a defined clinical area.

2.2. Carrying out the clinical skills in the area in keeping with current evidence based practice.

2.3. Delivering a holistic patient – focused approach, embracing the multidisciplinary perspective.

2.4. Applying evidence based outcome measures to evaluate efficacy of treatment and quality of care.

2.5. Delegating a clinical caseload and other tasks to relevant team members.

2.6. Balancing clinical demands with other responsibilities (e.g. departmental and organisational responsibilities, CPD, service development, administration and managerial demands) through effective time management and organisational skills.

6.1. Apply advanced knowledge, skills and experience within area of practice.

6.2. Apply and develop caseload management procedures, including the management of complex cases.

6.3. Exercise a high degree of professional autonomy, in the analysis of highly complex facts or situations that contribute to the implementation of a treatment or management strategy for the service user.

6.4. Co-ordinate interventions with other members of the team and with other agencies to ensure an optimum service is provided for all service users.

6.5. Design patient care pathways with the aim of providing best practice examples.

6.6. Create and develop protocols of care.

6.7. Identify current and future development needs for Podiatry to meet the needs of the service user, community or population, including those in complex situations.

3.1. Maintaining and developing high standards of clinical practice and knowledge within their specialist area.

3.2. Assessing, developing and implementing highly specialised programmes of care and treatment to meet the needs and priorities of clients in accordance with local service and professional guidelines.

3.3. Prioritizing caseload according to clinical need in the context of service policy.

3.4. Delegating clinical caseload appropriately for service area.

3.5. Demonstrating effective team working in a client centred framework as a component of efficient case management to ensure an optimum service is provided for all service users within their area of specialism.

3.6. Recording client related information in accordance with local service and professional standards.

3.7. Promoting team working by participating in teams, communicating, providing leadership and keeping the rights and needs of the client central to such participation.

3.8. Balancing clinical demands with other responsibilities (e.g. departmental responsibilities, CPD, organisational, service development, research and training development) through effective time management and organisational skills.

3. Communication

3.1. Communicating oral and written information in a clear, concise and well structured manner appropriate to the content and the target audience.

3.2. Managing communications in a professional manner.

3.3. Facilitating and maintaining communication within own department and across MDT.

3.4. Putting structures in place to promote and improve communication in their area of responsibility.

3.5. Communicating service development needs and changes in a clear and comprehensive manner.

3.6. Negotiating clearly and effectively with relevant stakeholders

3.1. Actively engage in effective listening, verbal & non-verbal communication, both informally and formally.

- 3.2. Give and receive feedback in an honest, open and constructive manner.
- 3.3. Modify language and/or education for the listener, which is accessible and appropriate.
- 3.4. Present oral and written information in a clear, concise and well structured manner.
- 3.5. Communicate complex information in terms that meet the needs of the target audience.
- 3.6. Use skills and ability to put structures in place to promote and improve communication in all areas of service.
- 3.7. Negotiate effectively at individual, team and organisational level.

4. Teamwork

- 4.1. Communicate effectively as a member of a team.
- 4.2. Facilitate the inclusion of the service user in the team.
- 4.3. Demonstrate and promote collaborate working relationships within multidisciplinary and inter-professional teams in the delivery of integrated, service user centred services.
- 4.4. Take on active roles and responsibilities within group and team structures.
- 4.5. Respect diversity within the team.
- 4.6. Apply a working knowledge of group dynamics as appropriate to therapeutic and professional level of responsibility.
- 4.7. Deal positively and constructively with obstacles and conflict within teams to ensure service user focused interventions.
- 4.8. Contribute to the creation and maintenance of a positive team spirit.
- 4.9. Demonstrate team leadership, in both single and interdisciplinary settings, keeping the rights and needs of the service user central to the leadership of integrated services.

5. The Podiatry Process

- 5.1. Integration of Podiatry skills with current Occupational Therapy theory and relevant supporting evidence based knowledge.
- 5.2. Facilitate a client centred approach
- 5.3. Adhere to the principle of informed consent prior to and throughout interventions.
- 5.4. Facilitate the service user (or person(s) acting on his/her behalf) to make informed decisions re Podiatry interventions.
- 5.5. Use skilled observation and interviewing in complex situations.
- 5.6. Select, implement and synthesise the outcomes of standardised and nonstandardised assessments that identify occupational and functional needs in the areas of self care, productivity and leisure, in complex situations.
- 5.7. Collaborate skilfully with the service user (or person(s) acting on his/her behalf) to identify goals, in complex situations.
- 5.8. Apply advanced clinical reasoning to plan, grade, implement and modify interventions that are outcome based and relevant to person's goals.
- 5.9. Facilitate both individual and group work interventions in a skilled manner.
- 5.10. Evaluate and apply outcomes in skilful collaboration with all parties.
- 5.11. Make onward referrals to other agencies or professionals to optimize responses to service user needs.
- 5.12. Plan and implement discharge and follow-up with all parties, in complex

situations.

- 2.1. Managing working relationships in a professional manner.
- 2.2. Managing communications in a professional manner.
- 2.3. Negotiating effectively with relevant others when appropriate.
- 2.4. Promoting and improving multidisciplinary and interagency communication in their area of responsibility.
- 2.5. Contributing to clinical teams at expert level ensuring a well co-ordinated care plan.
- 2.6. Demonstrating excellent formal presentation skills.

7. Professional Reasoning

- 7.1. Engage in and articulate reflection and evaluation on practice.
- 7.2. Process complex, sensitive or contentious information.
- 7.3. Demonstrate a high level of clinical reasoning and analytical skills.
- 7.4. Critically evaluate the impact of the contemporary issues relating to the Profession.
- 7.5. Plan strategically to drive change both within the profession and the broader health care context.

B: Providing a Quality Service

4. Planning and maintaining a quality service

- 4.1. Identifying and prioritizing the requirements of their service area within a constantly changing environment.
 - 4.2. Collecting, evaluating and reporting data on therapy outcomes for service users.
 - 4.3. Developing and implementing service/ business plans, quality initiatives audits etc and reports on outcomes in collaboration with line manager and other stakeholders.
 - 4.4. Providing a flexible service that is responsive to service user needs in the context of available resources.
 - 4.5. Identifying and engaging with all relevant stakeholders in order to deliver a quality service.
 - 4.6. Optimizing appropriate resources (e.g. manpower, equipment, physical environment) within own area to achieve effective outcomes.
 - 4.7. Understanding and promoting the role of their service area and their department within the larger organisation.
 - 4.8. Initiating, collecting, evaluating and reporting data on therapy outcomes to all the stakeholders.
 - 4.9. Co-ordinating the collection and analysis of statistical information and participating in service audits as per service guidelines.
- 4.1. Understanding the role of their service area and their department within the larger organisation.
 - 4.2. Developing and monitoring adherence to local and international policies, procedures, guidelines and care pathways.
 - 4.3. Promoting quality by reviewing and evaluating the service regularly and striving to find ways in which standard of quality and efficiency can be improved within their service area.
 - 4.4. Optimizing the use of available resources to achieve effective outcomes when planning and delivering a flexible service that meets the needs of all service users.
 - 4.5. Identifying and availing of opportunities to contribute to operational service

developments, strategic planning, development of policies and reviewing of service delivery in clinical specialism.

4.6. Driving the development and provision of cross- disciplinary services.

4.7. Ensuring that high quality patient centred services are based on the best available evidence.

4.8. Developing and implementing service/ business plans, quality initiatives audits etc and reporting on outcomes in collaboration with line manager.

B. Providing a Quality Service

9.1. Balance clinical work with other research and educational responsibilities.

9.2. Demonstrate effective time management.

9.3. Provide flexible interventions to meet the varied needs of individual service users.

9.4. Optimize the use of available resources to achieve effective outcomes.

9.5. Contribute to the design and implementation of quality improvement mechanisms at both a practice and organisational level.

9.6. Identify and address potential risk factors in practice for self and others.

9.7. Value and include service users as active participants in the monitoring, evaluation and systematic development of service delivery.

9.8. Apply an awareness of the need for equality, value for money and accountability to all areas of practice.

9.9. Promote quality by evaluating the overall effectiveness of day to day clinical practice and recommend changes as appropriate.

9.10. Review and evaluate service delivery in response to changing needs and opportunities in collaboration with team and line management.

9.11. Contribute to strategic planning within the profession and organisation.

5. Leadership and Service development

5.1. Acting as a positive and supportive team leader in their speciality with strong leadership skills.

5.2. Identifies changing needs and opportunities to improve services in the organisation and wider health care structure.

5.3. Identifying and prioritizing the requirements of change within their service area, organisation and the wider health care structure.

5.4. Driving change and promoting and encouraging others when implementing change.

5.5. Challenging the standards of quality and efficiency in service provision and striving to find ways in which standards of care can be improved.

5.6. Developing and implementing new service initiatives in collaboration with line manager and other appropriate stakeholders (e.g. MDT, national organisations etc).

5.7. Identifying and availing of opportunities to assist /contribute to strategic planning.

5.8. Leading/contributing to strategic planning of the service with the management team.

5.9. Promoting their area as a centre of excellence in a specific speciality.

10.1. Provide clinical leadership skills that can influence quality improvements within own clinical service and organisation.

- 10.2. Promote the delivery of a holistic, user-focused approach, which encompasses a multi-professional and interprofessional perspective.
- 10.3. Monitor and develop local standards of practice that reflect current evidence based, good practice.
- 10.4. Lead and collaborate on the development of standards of practice and protocols.
- 10.5. Challenge current structures and identify organisational and professional barriers that inhibit service development.
- 10.6. Design and develop new and non-traditional service delivery models which aim to promote a comprehensive and integrated service within evolving healthcare structures.
- 10.7. Act as an advocate for the profession.

6. Evidence based practice

- 6.1. Critically evaluating relevant literature and the incorporation of this into evidence based practice in all areas e.g. clinical guidelines and standards, assessment, treatment etc.
- 6.2. Monitoring and evaluating effectiveness of interventions and modifying accordingly where the evidence base is incomplete.
- 6.3. Promoting and demonstrating best practice at all times.
- 6.4. Disseminating available evidence based information to influence the clinical practice of all staff within the area of responsibility.
- 6.5. Facilitating integration of the most up to date research theory into practice.
- 5.1. Maintaining knowledge of and critically analysing current literature and available evidence relevant to specialism and integrating same into practice.
- 5.2. Monitoring and evaluating effectiveness of intervention through the use of evidence based practice and outcome measures and modifying practice accordingly in consultation with service users.
- 5.3. Developing and updating clinical guidelines for own areas of practice in accordance with evidence and professional body guidelines.
- 5.4. Demonstrating evidence based practice in clinical specialism through the process of clinical reasoning and decision making, allowing knowledge to be applied to complex/ different situations.
- 11.1. Demonstrate advanced knowledge of contemporary Podiatry evidence based practice in clinical area.
- 11.2. Integrate evidence based practice into the service to ensure quality and improve standards.
- 11.3. Critique and validate current evidence based practice in specialist area.
- 11.4. Identify potential for future development of evidence based practice.

7. Research

- 7.1. Understanding the principles of research and research methodology which underpin an analytical approach to clinical practice in research projects relevant to their specialism at a local level.
- 7.3. Engaging with all the relevant stakeholders in respect of research issues (Research hub, HRB etc).
- 7.4. Leading the dissemination of the findings both locally and in the wider health care arena at professional and national conferences etc.
- 7.5. Exploring innovative ways for them and/ or their team to contribute to research in their clinical area.

- 7.6. Writing up research, case studies, and critical reviews for publication in peer reviewed journals/publications in the clinical field.
- 7.7. Identifying gaps in the evidence base and initiating /facilitating research to enhance evidence based practice locally, nationally and internationally.
- 7.8. Leading and facilitating research projects relevant to their specialism at a national and international level.
- 7.9. Facilitating and advising those wishing to initiate in research in their department on research methodology etc.
- 7.10. Co-ordinating and promoting department research in conjunction with department service plans.
- 6.1. Identifying the need for research on issues related to Podiatry and formulating relevant research questions.
- 6.2. Understanding and selecting appropriate research designs and methods.
- 6.3. Engaging appropriately with all relevant stakeholders in respect of research issues
- 6.4. Undertaking and/or facilitating research and development programmes, particularly in their area of expertise, which enhance the evidence base.
- 6.5. Demonstrating skills in independent searching, critical examination and integration of literature/ research and other relevant information.
- 6.6. Interpreting, analysing, synthesizing and critiquing research findings.
- 6.7. Presenting/ publishing or contributing to the presentation/publication of research.
- 6.8. Acting as a peer reviewer of publications by other authors in the area of clinical specialism.

12. Research

- 12.1. Play a pivotal role in the integration of research evidence into practice.
- 12.2. Acquire and develop research skills applicable to practice.
- 12.3. Engage in and/or collaborate in research to inform evidence based Podiatry practice.
- 12.4. Engage with all relevant stakeholders in respect of research issues,
- 12.5. Disseminate research e.g. presentations, publication.
- 12.6. Use research outcome in planning and providing future services.
- 12.7. Participate in collaborative interdisciplinary research.

C: Education and Development

8. Acting as a clinical resource

- 8.1. Applying advanced specialist knowledge and skills in their area of specialisation.
- 8.2. Acting in an advanced clinical advisory role to own colleagues and MDT within own organisation.
- 8.3. Developing colleagues' knowledge and skills by facilitating decision making and collaborative client consultation.
- 8.4. Identifying the need for appropriate onward consultation (e.g. other Clinical Specialist, specialist members in the MDT etc).
- 8.5. Acting in an advanced clinical advisory role to colleagues (professional and MDT) nationally.
- 8.6. Identifying further clinical research and educational needs and collaborates with Higher Education Institute on the provision of meeting of those needs.
- 14.1. Provide and manage an expert clinical advice service to service users, carers,

colleagues and students at a local, regional and national level.

14.2. Facilitate collaborative consultations with service users, carers and colleagues.

14.3. Be an acknowledged source of expertise within the service and organisation.

14.4. Be recognized as a national and/ or international expert within field of speciality.

10.1. Acting as a clinical advisor to colleagues, students and other health professionals.

10.2. Providing clinical expertise on a regional and national basis based on their specialist knowledge and skills in a defined clinical area.

10.3. Contributing professional expertise to wider organisation initiatives / committees / steering groups.

10.4. Disseminating specialist knowledge and evidence based practice through presentations and publications.

9. Continuing Professional Development

9.1. Identifying and taking responsibility for own personal and professional development needs (PDP and CPD).

9.2. Implementing structures in place to meet these needs in consultation with line manager.

9.3. Tailoring own CPD to match service needs and specialist area.

9.4. Facilitating staff in identifying their own development needs and facilitating completion of same though planned learning, clinical supervision and professional support as required.

9.5. Delivering appropriate and effective feedback and is receptive to feedback also.

9.6. Promoting the importance of CPD within their team and beyond.

9.7. Mentoring senior and staff grade therapists.

9.8. Facilitating education and CPD within their specialist area e.g. by research, lecturing etc both within and outside the organisation

. 7.1. Identifying own personal and professional development needs and putting formal and informal structures in place to meet those needs in collaboration with line manager.

7.2. Identifying and availing of formal and/ or informal learning opportunities within Podiatry and multidisciplinary contexts to remain informed on contemporary clinical best practice.

7.3. Analysing and applying learning from formal and informal CPD activities relevant to practice.

15.1. Maintain and develop personal and professional competencies through ongoing learning.

15.2. Engage in supervision and utilise professional support.

15.3. Maintain a record of professional development.

15.4. Appraise and learn from experience gained through educating others, including students.

15.5. Develop specialist knowledge and skills in a defined clinical area.

15.6. Be involved in professional activities

both within the Podiatry profession and beyond the profession.

15.7. Engage in postgraduate education.

15.8. Demonstrate academic achievement to Master's degree level or higher irrelevant area of study.

10. Education

- 10.1. Recognizing the need to provide training for team, and other relevant stakeholders.
- 10.2. Planning, delivering and evaluating education, training and health promotion activities to meet service needs within the department and MDT.
- 10.3. Identifying and availing of formal and / or informal learning opportunities within Podiatry and multidisciplinary contexts.
- 10.4. Ensuring there is a balance between staff education and service delivery.
- 10.5. Participating in the practice education of post graduate therapists (in collaboration with practice education teams).
- 10.6. Delivering effective education training and support to ensure the successful implementation of new initiatives.
- 10.7. Participates in education at a national level and international level.
- 10.8. Providing education in a specific field of clinical expertise nationally and internationally by lecturing or through publishing research in professional journals.
- 10.9. Contributing to educational policy and education of pre/post qualifying practitioners.

16. Education and Development of Others

- 16.1. Develop and/or implement systems to support a continuing professional development culture within the service.
- 16.2. Facilitate the learning and development of others.
- 16.3. Acts as a supervisor or mentor for staff and students.
- 16.4. Collaborate with service manager, the Higher Education Institute, practice facilitators to provide practice education opportunities for students.
- 16.5. Demonstrate skilled delivery and development of teaching and learning programmes relevant to area of speciality.
- 16.6. Deliver effective training and support to ensure the successful implementation of new initiatives.
- 16.7. Present at conferences and courses relevant to practice in competent and confident manner.
- 16.8. Contribute to undergraduate and postgraduate education within area of speciality.

- 8.1. Promoting the importance of CPD within the team.
- 8.2. Encouraging and supporting others in the use of reflective practice so that the service is demonstrably one which continually improves and develops.
- 8.3. Planning, delivering and evaluating education, training and health promotion activities as appropriate.
- 8.4. Contributing to educational policy for both pre and post qualifying practitioners.
- 8.5. Participating in the practice education of student therapists.
- 9.1. Providing support for other staff including mentoring, coaching and formal development training as appropriate.
- 9.2. Acting as a positive and supportive specialist team leader in their own area.

- 9.3. Identifying stressors and performance problems within the department in a timely manner and dealing with same in collaboration with manager.
- 9.4. Coaching assigned staff in their area of specialism including facilitating regular meetings with them to identify performance issues and development needs including CPD needs.
- 9.5. Facilitating the development of others in problem solving/ negotiation skills within peer review/ support context.
- 9.6. Empowering staff by appropriately delegating responsibility and authority.
- 9.7. Demonstrating adaptability