

APF Collaborative Working Relationships Cluster

Background

Collaborative working is a core part of professional development. An individual needs to be able to demonstrate good communication skills that effectively establish and maintain the co-operation and engagement of a range of patients, colleagues and professional individuals and groups. The stages reflect the expanding range of your professional relationships and sphere of influence as you move through your career and are essential across all sectors of the profession.

Getting Started with the Collaborative Working Relationships Cluster

- i. Read the APF Collaborative Working Relationships cluster outline and familiarise yourself with the areas and competencies. Look at the 'evidence examples mapping tool' to get ideas of examples of practice that you may have also have. Please feedback any examples you have that are not listed to us at the RPS.
- ii. Conduct a self assessment exercise to see at which stage you feel you are currently practicing; the 'evidence examples mapping tool' may help you map your evidence against the appropriate Faculty stage for this process.

Tips

- If you are reviewing the APF one section at a time it is useful to be familiar with the other clusters as many examples of practice will also cover different competencies across the framework; you may generate ideas for evidence for other clusters as you go along.
- You might feel you do not have any good examples of demonstrating Collaborative Working Relationships. Try to think of meetings you have attended or projects you have contributed to and give a description of how you worked with others. Try not to include handouts from a presentation, instead give details of how you demonstrated collaboration with relevant stakeholders, who they are, how you interacted and how you established and achieved joint goals.
- Once you have identified some evidence add to your APP on the RPS website.
- Discuss with your mentor or peer supporters how you can develop yourself to meet identified areas within the framework or find ways to fill gaps in your evidence for your portfolio.

Tip for Peer support

Discussions with a colleague or group of colleagues can help share ideas and examples of how different areas can be approached within your field of practice. We know this is a useful and supportive way to share development opportunities and solve problems.

Structure

Each competency is described at three stages of practice: Advanced Stage I, Advanced Stage II and Mastery.

Advanced Stage I - Either early stages of specialisation and advancement, or established in a role, performing well, advanced beyond foundation years.

Advanced Stage II – An expert in an area of practice, experienced. Routinely manages complex situations and a recognised leader locally/regionally.

Mastery - Aligned to recognised leader in community or primary care; Consultant and corporate level practice in NHS; equivalent leads in academia; business/corporate leadership roles in industry; business or strategic leader in community. A nationally recognised leader in an area of expertise (often internationally), alongside a breadth of experience and expertise.

You may find you are currently at different stages across clusters.

The individual competencies for Collaborative Working Relationships (cluster 2) are:

2.1 Communication

2.2 Teamwork and Consultation

2.1 Communication

Including ability to:

- Persuade
- Motivate
- Negotiate
- Empathise
- Provide Reassurance
- Listen
- Influence

And

- Networking Skills
- Presentation Skills

The three stages are:

Advanced Stage I - Demonstrates use of appropriate communication to gain the co-operation of relevant stakeholders (including patients, senior and peer colleagues, and other professionals where possible). Demonstrates ability to communicate where the content of the discussion is explicitly defined.

Advanced Stage II - Demonstrates use of appropriately selected communication skills to gain co-operation of small groups of relevant stakeholders within the organisation. Demonstrates ability to communicate where the content of the discussion is based on professional opinion.

Mastery - Demonstrates ability to present complex, sensitive or contentious information to large groups of relevant stakeholders.

Demonstrates ability to communicate in a hostile, antagonistic or highly emotive atmosphere.

2.2 Teamwork and Consultation

The three stages are:

Advanced Stage I - Demonstrates ability to work as a member of a team.

Recognises personal limitations and refers to more appropriate colleague(s) when necessary.

Advanced Stage II - Demonstrates ability to work as an acknowledged member of a multidisciplinary team.

Consulted within the organisation for advice which requires in-depth professional expertise.

Mastery - Works across boundaries to build relationships and share information, plans and resources.

Sought as an opinion leader both within the organisation and in the external environment.

An Example of Applying the Collaborative Working Relationships Cluster to an Example of Your Practice (using an example from primary care)

You have identified that local consensus is required for primary care prescribing of NSAIDs following evidence that there is an association with the use of diclofenac and cardiovascular events. You consider the current evidence, looking at NSAIDs and potential indications for their use. You draw together a group of relevant stakeholders within the area in order to establish consensus following their consideration of the evidence. Finally you produce a document that represents the consensus and circulate it to the wider sector audience.

You draw up an action plan of how to proceed:

- Identify relevant stakeholders in the area
[2.2 Teamwork and Consultation]
- Engage stakeholders, selecting the most appropriate method of communication
[2.1. Communication (networking skills)]
- Present your review of the current data
[2.1. Communication (presentation skills)]
- Invite the stakeholders to discuss the data and reach consensus ensuring all aspects of a change in prescribing practice are considered (efficacy, safety, cost pressures, formulation issues, availability of drug, formulary considerations/changes)
[2.2 Teamwork and Consultation; 2.1. Communication (Listening skills; Influencing skills; persuasion; motivation; negotiation)]
- Plan how you will implement and promote the change and monitor your success

This example may also provide evidence for other clusters of the APF, for example:

EPP - Reasoning and judgement; professional autonomy.

L - Clinical governance in ensuring patient safety is improved and motivational in providing clear direction for others.

M - Implementation of national priorities, setting standards of practice; managing risk; project management; managing change; the ability to work across boundaries by providing recommendations beyond your own team.

ET&D - Role model; professional development.

R&E - Critical appraising evidence; research evidence into working practice.