



Royal College of Occupational Therapists Submission Leadership Principles for Health and Social Care in Wales

This submission is made on behalf of the Royal College of Occupational Therapists (RCOT), the professional body for occupational therapists across the UK.

The submission is made in response to consultation on Leadership Principles for Health and Social Care in Wales. Further information on any aspect of this response can be gained by contacting the College.

RCOT recognises the value of leadership across all levels of practice, and leadership is one of the four pillars within the RCOT Career Development Framework (RCOT, 2017). As a professional body RCOT advocates for our members to develop leadership skills and see it as fundamental to practice at all levels. In keeping with these principles, RCOT advocates a work culture that supports people to look after themselves and those they support. This creates a culture where everyone is encouraged to learn from mistakes, receive and give constructive feedback and learn from and with each other.

Submission

Do the principles compass and capture the right things?

Yes, in general RCOT members felt that the principles encompass and capture the right things

Members felt that Compassionate Leadership was fundamental to all management roles. They felt that potentially this could lead to more creativity, development and co-operation amongst teams and services.

They were pleased to see principles of compassionate leadership being endorsed and look forward to being part of the realisation of these in the way health and partner agencies operate.

Most responders to RCOT emphasised that when people feel valued in the workplace, for their individual strengths, qualities and they are supported in a non-judgemental way, this makes for a healthier workforce and translates through to the relationships with the people occupational therapists work with.

Is there anything missing that you'd have hoped to see there?

RCOT members stated that it can be challenging to nurture a compassionate approach when they are under increasing pressure and guided by policies and procedures that can have very rigid interpretations. Members would like more detail in how these principles would filter into more compassionate policy and procedures. They are interested to see what a Framework for Action looks like. They are keen to see this move beyond a set of principles on the HEIW website and truly be a cultural shift manifested through the way business is carried out, e.g. the adoption in Wales of values-based recruitment, values based personal annual development reviews.

Several of our members were keen to ensure that the aspirations within this document are realised and that this is no purely paper exercise. They would like to see further details on how the impact of compassionate leadership would be measured in practice.

RCOT members felt that while there are elements within the principles around reducing boundaries and increasing diversity, the translation of this into a practical application within practice is key.



Would you be content to endorse these principles on behalf of your organisation so that we build the mandate for action?

These principles appear to be in keeping with the professional ethos of occupational therapy and RCOT is supportive of building a mandate for action. RCOT has a formal process for endorsement which we are happy to process with you as soon as the final documentation is ready for review.

As the professional body for occupational therapists in the UK, RCOT would welcome further discussion with HEIW on how these principles will be implemented and how we can support our members to embed them in their practice.

About the College

The Royal College of Occupational Therapists (RCOT) is pleased to provide a response to this inquiry. RCOT is the professional body for occupational therapists and represents over 33,000 occupational therapists, support workers and students from across the United Kingdom. Occupational therapists work in the NHS, Local Authority social care services, housing, schools, prisons, care homes, voluntary and independent sectors, and vocational and employment rehabilitation services.

Reference

Royal College of Occupational Therapists (2017) The Career Development Framework: Guiding Principles for Occupational Therapy. London: RCOT.

Contact

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