8 | Growth, Development, & Education

GROWTH, DEVELOPMENT, AND EDUCATION

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8: Growth, Development, and Education

8.1: Clinical Responsibilities: Professional Development

Policy Owner: Compliance Team Leader **– Portfolio Area:** Compliance

Introduction and Purpose:

The Practice and the allied health professionals they employ understand their obligations to engage ongoing professional development and supervision in accordance with governing body's Code of Ethics. This commitment to lifelong learning and skill building enables HDST to maintain and uphold high standards of service delivery.

Who does this Policy Apply to:

All Team Members

What is our Policy:

Professional Development | Speech Pathologists

Our Speech Pathologists and Directors are able to maintain their certified practicing speech pathology (CPSP) status with SPA by participating in their mandatory Certification Program.

SPA's Certification program requires new and renewing members of SPA to:

- Engage in a minimum of 20 hours of learning in the 12-month period (commencing 1st of July of the new financial year)
- Accrue a minimum of 20 CPD points under the following categories:

Code	Category	Minimum hours of learning
S	Professional support	2
C	Cultural Learning	2
O	Other Learning	No minimum
		Total MUST be at least 20 hours of learning

- Develop a CPD plan and goals
- Maintain their CPD log
- Engage in evidence-based CPD that aims to improve the quality of their practice, service users, and the wider community

The minimum 20 CPD points must be obtained by the end of the financial year and recorded in the SPA member portal by the 30th of June when completing their membership renewal. The Certification Program ensures that speech pathologists with full and provisional CPSP status are developing their knowledge and skills set across a range of platforms and areas of practice.

Professional Development | Occupational Therapists

As part of maintaining their professional registration, our Occupational Therapists are required to engage in continuing professional development (CPD). To meet general registration standards, all occupational therapists must:

1. Accumulation a minimum of 20 CPD hours including 5 hours of interactive learning with other practitioners by the 30th of November each year
2. Maintain a portfolio that documents their learning goals and records all their planned CPD activities and their reflection on how these CPD activities are expected to improve or have improved their practice.

Occupational therapists are required to declare whether they have complied with this standard when renewing their registration. They must maintain records of their annual CPD portfolio for five years. These records may be requested by the board during audits.

Professional Development | Music Therapists

As part of maintaining their professional registration, our Music Therapists are required to engage in continuing professional development (CPD). To meet general registration standards, all music therapists must:

- Accrue a minimum of 20 CPD points every year
- Accrue points from at least three of the following categories:
    - Category 1: MANDATORY CPD items
    - Category 2: Formal Learning
    - Category 3: Informal Learning
    - Category 4: Engagement with the Profession
- Submit accrued points with appropriate evidence (as per requirements details in AMTA's CPD handbook) between the 1st of march – 28th/29th of February of the following year

Responsibilities:

Governance:

- Ensure all staff are trained and supervised in the implementation of this policy.

Clinic Managers:

- Ensure all staff are trained and supervised in the implementation of this policy.

Team Members:

- Adhere to the policy
- Provide HDST with a copy of their professional registration upon successful submission of their CPD logs and membership renewal

Tools and Resources:

Important documents	Other supporting documents

References:

SPA Certification Program: https://www.speechpathologyaustralia.org.au/Public/Public/Become/Certification-Program/Certification-program.aspx

Occupational Therapy Board of Australia: REGISTRATION STANDARD: CONTINUING PROFESSIONAL DEVELOPMENT: https://www.occupationaltherapyboard.gov.au/documents/default.aspx?record=WD19%2f28876&dbid=AP&chksum=KUadU2F8UbXxOGPDR3FHGg%3d%3d

AMTA CPD Handbook Outline: CPD Handbook 2021 FINAL.pdf

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8: Growth, Development, and Education

8.2: Supervision

Policy Owner: Compliance Team Leader **– Portfolio Area:** Compliance

Introduction and Purpose:

Based on the position of Speech Pathology Australia, AHPRA and AMTA, HDST engages in formal supervision. At HDST, Professional support:

- Is a necessary means of engaging in reflective practice and lifelong learning through every stage of an Allied Health Practitioner.
- Is informed by the needs of the Allied Health Practitioners working at HDST
- Upholds the Code of Ethics (SPA, AHPRA and AMTA).
- Is provided to all clinicians, with more robust supervision and support provided to new graduate and early career practitioners
- Is integral to clinical governance and the delivery of safe and effective therapy services at HDST.

Supervisors have the qualifications, experience, knowledge, and skills to meet the needs of the practitioners they supervise or have access to those resources within the clinic. Formal arrangements form part of supervision and mentoring at HDST.

Who does this Policy Apply to:

All Team Members

What is our Policy:

All clinic staff employed at HDST are provided with access to robust supervision and required to follow the supervision framework. The nature and frequency supervision sessions is based on their level of experience, need and requirements outlined by their association.

Supervision | Speech Pathologists

Speech Pathology Australia's Professional support, supervision and mentoring position statement outlines key considerations regarding access to supervision by Speech Pathologists. The standards in the statement are listed below:

1. Professional support is a necessary means of engaging in reflective practice and lifelong learning throughout every stage of a speech pathologist's career
2. Professional support should be informed by the needs of the speech pathologist
3. Professional support should uphold the Code of ethics and prioritise the wellbeing of all stakeholders

4. New graduate and early career speech pathologists should be provided with access to supervision
5. Professional support is integral to clinical governance and the delivery of safe and effective speech pathology services
6. People who offer professional support should have the qualifications, experience, knowledge and skills to meet the speech pathologist's goals and learning needs
7. Formal arrangements are recommended for supervision and mentoring

Supervision | Occupational Therapists

As part of maintaining their professional registration, our Occupational Therapists are required to abide by the Supervision Guidelines for Occupational Therapy published by the Occupational Therapy Board of Australia.

Supervision | Music Therapists

The Australian Music Therapy Association recognises the importance of supervision and encourages all Registered Music Therapists (RMT) to seek out and engage in supervision practice.

To support RMTs in their supervision practice, a number of tools and templates have been developed and are available for their use. Our Music Therapists can login to My AMTA to access these tools and templates.

Responsibilities:

Governance:

- Ensure all staff are trained and supervised in the implementation of this policy.
- Ensure all staff have access to adequate supervision and mentoring at HDST.

Clinic Managers:

- Ensure all staff have access to adequate supervision and mentoring at HDST.

Team Members:

- Adhere to the policy and respond to any breaches.
- Ensure supervision requirements outlines by their association are met.
- Ensure their PDPs/Supervision Plans are up to date.

Tools and Resources:

Important documents	Other supporting documents
✅ 8.2 - Supervision Framework (Web view)	

References:

SPA Position Statement Professional support, supervision and mentoring: https://www.speechpathologyaustralia.org.au/resource?resource=100

Supervision Guidelines for Occupational Therapy: https://www.occupationaltherapyboard.gov.au/documents/default.aspx?record=WD14%2F14723&dbid=AP&chksum=Y3Eb7%2F3h8xG1uk5YWaNzkQ%3D%3D

AMTA Supervision: https://www.austmta.org.au/members-resources/supervision/

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8: Growth, Development, and Education

8.3: Managing Worker Performance

Policy Owner: Compliance Team Leader **– Portfolio Area:** Compliance

Introduction and Purpose:

Our aim is to always improve our operations to stay strong, efficient and have quality service across the team. To be able to do this, team members and managers need to be performing to a high-quality standard. The following outlines the steps and actions within our performance processes to ensure clear expectations, regular training and development checks. The best way for us to manage underperformance is to make sure it doesn't happen in the first place. This is why we have many steps and regular actions in place to support our staff and maintain a quality workplace. Communication is key.

Who does this Policy Apply to:

All Team Members

What is our Policy:

What is Underperformance?

Underperformance, or poor performance, is when an employee isn't doing their job properly, or is behaving in an unacceptable way at work. It includes:

- not carrying out their work to the required standard or not doing their job at all
- not following workplace policies, rules or procedures
- unacceptable behaviour at work, e.g. telling inappropriate jokes
- disruptive or negative behaviour at work, e.g. constantly speaking negatively about the company.

There is a difference between underperformance and serious misconduct.

What is Serious Misconduct?

Serious misconduct is when an employee:

- causes serious and imminent risk to the health and safety of another person or to the reputation or profits of their employer's business or
- deliberately behaves in a way that's inconsistent with continuing their employment.

Examples of serious misconduct include:

- theft

- fraud
- assault
- being drunk at work
- refusing to carry out work duties.

Performance Processes

At HDST, the following processes are in place to provide clear expectations and minimise risk of underperformance:

- Job description for all workers- clear and up to date
- Team member snapshot (updated annually or as required)
- Results measured by
    - Monthly health check data (clinicians)
    - Discussion with supervisor at regular intervals and in depth before each performance review
    - PDP plans in place and regularly reviewed with supervisor
    - Registers monitored by TLs and plans put in place when required
- Areas for training and development identified in supervision framework
- Career development objectives outlined within the performance reviews (bi-annually)
- Supervisor framework completed for each staff member and followed/monitored
    - Up to date PDP
    - Learning styles
    - Log of supervision kept

Performance Management

Where a team members performance is not meeting desired outcomes, the following actions are put in place

1. Quarterly support plan: *A formal plan would be put into place if quarterly targets are not achieved. This would trigger: Quarterly Support Plan*
2. Performance Management Plan: *If the quarterly support plan does not achieved desired results or other areas are brought up as areas of serious/ongoing concern: Performance Management Template*

Supervisors should refer to: PERFORMANCE MANAGEMENT (Web view). Supervisors should work closely with the employee and team leaders to:

- Set reasonable goals for improvement
- Set a timeframe for improvement
- Set regular reviews of the plan Performance Management Template

Monitoring and Reviewing Worker Performance

Monitoring:

- Meetings regularly occurring with supervisor- all meeting logged

        - Share feedback and discuss goals and objectives
        - Determine if extra support required in certain areas
        - Assess progress towards meeting performance objectives
          Quarterly Support Plan
    - Supervisor to report to Directors if any concerns regarding the staff member and work with staff member to improve

Reviewing:

- Within biannual performance reviews
- Documented in performance review template - provided to staff member before the review for their input

After an employer has explained their concerns to an employee and provided them with strategies on how to improve performance, regular follow up meetings should be held. They can be used as an opportunity to talk about progress and see if there's any further help or support the employee needs, such as formal or informal training. Where performance has improved, employers should make sure they recognise this.

If Performance Has Not Improved

If the employee hasn't changed their behaviour and continues underperforming, HDST will follow through with the following processes:

- Determine if another meeting with the employee would be useful
- Changing the employee's duties (if appropriate) or providing additional training

Steps taken for staff members who have allegations of misconduct will be conducted in line with legislative requirements. This may include

- Written warnings
- Counselling the staff member
- Suspending the staff member while we investigate the allegation
- Termination of employment

Termination will only be considered as a final resort. If an employee is fired, the employer needs to make sure the employee:

- Has been provided with a written notice of the allegations against them
- Has had opportunity to respond to the allegations
- Isn't being Unfairly dismissed
- Is given the right Notice of termination
- Is given the right Final pay

The employer may also think about getting independent advice from the relevant governing body or lawyer if necessary. During these processes, the employee will have the right to access a support person in their performance management meetings.

Guidelines on accessing and using a support person: Guidelines for a Support Person v2.pdf

Responsibilities:

Governance:

- Ensure all staff are trained and supervised in the implementation of this policy.
- Support supervisors and employees when quarterly support plans or performance management plans are put in place.
- Ensure HDST is following all legislative requirements and are aware of any changes to this legislation.
- Respond to cases of ongoing underperformance and/or serious misconduct.

Clinic Managers:

- Ensure all staff have access to adequate supervision.
- Support supervisors and employees when quarterly support plans or performance management plans are put in place.

Team Members:

- Adhere to the policy and respond to any breaches.
- Report to clinic managers if they suspect or are aware of serious misconduct by a staff member employed at HDST.
- If are being performance managed, follow up with all recommendations and actions.

Families:

- Report to HDST if they suspect or are aware of serious misconduct by a staff member employed at HDST.

Tools and Resources:

Important documents	**Other supporting documents**
PERFORMANCE MANAGEMENT (Web view) – for supervisors	

References:

Managing employment performance: https://www.fairwork.gov.au/employee-entitlements/managing-performance-and-warnings

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