

case study

The Brief

Founded in 1894, the Chartered Society of Physiotherapy (CSP) has over 50,000 members. With a long-term goal that more people should benefit from quality physiotherapy services, the CSP leads the development of the profession as well as providing trades union representation for its members.

In the light of an increasing body of evidence that physiotherapy has the potential to fulfil a much greater role in addressing modern healthcare needs, the CSP Initiated an aspirational and challenging programme to transform the perception of the profession. The *Physiotherapy Works* programme aims to engage the whole profession as well as other key stakeholders, including GP's, patients, politicians and other healthcare decision-makers in promoting the economic and health benefits of physiotherapy.

Early programme successes included a model demonstrating the economic benefits of physiotherapy and eight informative and inspirational events for physiotherapists across the UK. However, the broad scope of the programme, together with the impact of these early successes, stretched the CSP's team to the limit and they recognised that something needed to be done in order to ensure this critical programme could be sustained and its objectives achieved. Following an earlier successful project with the CSP, E AND H were asked to provide advice and support.

'E AND H have made a real difference in our 'Physiotherapy Works' programme, we would never have made the progress we have without their support'



Management.
Projects. Change.



Chartered Society of Physiotherapy – Physiotherapy Works Programme



Approach

Our initial analysis highlighted a range of areas that needed addressing:

- Critical work on the programme was being delivered by two CSP departments, which needed more effective joint planning and coordination
- There was only limited appreciation of how effectively each of the work areas were contributing to the achievement of overall programme objectives, and whether additional initiatives would be needed
- Many of the team had no experience in managing complex programmes – an increase in skills and a more structured approach was needed
- Programme governance and decision-making processes weren't as effective as they should be.

E AND H's first actions were to pick up three areas:

- Mentoring and support for the programme team, and the development and introduction of basic project management processes and standards
- Support for CSP in reviewing and improving the governance arrangements
- Undertaking a benefits dependency analysis with the CSP's top team and other key stakeholders to review and clarify the programme's objectives, benefits and scope.

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Approach cont.

The completion of this work enabled us to develop a plan for the second year of the programme, building on areas of success and incorporating the additional projects and other areas of work needed to ensure the benefits would be realised.

Additionally, it became clear that the team needed strengthening with an experienced Programme Manager who could relieve the Director of day to day programme activity, and provide overall structure and leadership at a more senior level. E AND H picked up this role in an interim capacity, whilst supporting the recruitment of the new Manager.

Over this period we were able further reinforce the programme framework and approach by:

- Refining high-level, detailed and integrated programme plans
- Supporting project managers with a more robust approach to project initiation and planning
- Establishing a realistic budget, aligned with plans, and implementing appropriate financial controls and management processes
- Developing a framework for ongoing assessment and evaluation of the impact of the programme.

Through our structured handover process we were quickly able to provide the newly appointed Programme Manager with the information and tools she needed to take the programme forward, minimising the learning curve and being able to formally sign-off on the commission within a few days of her appointment.

Natalie Beswetherick OBE MBA FCSP, the CSP's Director of Practice & Development, said *"E AND H's commission established a robust programme management framework for our Physiotherapy Works programme and enabled us to hand over this much more robust approach to the new manager to take forward"*.



Benefits

As result of E AND H's work, the CSP's flagship 'Physiotherapy Works' strategy is now being confidently delivered within a robust programme management framework; the team have a better understanding of what is needed, additional skills, and more tools to help them. The programme overall is on track to achieve its key objective of increasing demand for physiotherapy services by communicating how physiotherapy can reverse the impact of ill health and disability, and help people live longer and live well.

Chartered Society of Physiotherapy – Implementing CRM



"E AND H have made a real difference in our 'Physiotherapy Works' programme this year, we would never have made the progress we have without their support. With their help we've been able to establish an appropriate approach for this complex and important initiative, and we're on the road now to being able to deliver it successfully"

Sue Browning, Deputy Chief Executive, Chartered Society of Physiotherapy

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