



Delegate pack

'Owning outcomes: outcome measurement to deliver quality services'

Friday 24 June 2022: 09:30 – 12:15

Virtual event via Zoom

Speaker slides available to download from the [RCSLT website](#)

Twitter: @RCSLTResearch #RCSLToutcomes

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Programme

From watching the pre-recorded videos and attending the event, delegates will:

- Understand the context in which the RCSLT outcomes programme fits -
 - National policy
 - RCSLT vision
 - Local service delivery
- Understand what tools and resources have been developed by the RCSLT to support with measuring outcomes
- Have an opportunity to:
 - hear about practical examples of how these tools and resources have been used
 - share learning and identify solutions to challenges in implementing outcome measures in a clinical setting.

09:25 – 09:30	Log-in and test your Zoom
09:30 – 09:35 5 mins	Welcome and introduction Kamini Gadhok MBE, RCSLT
09:35 – 10:05 30 mins	What do we mean by outcome measures and why is measuring outcomes important? Professor Pamela Enderby OBE, Sheffield
10:05 – 10:15 10 mins	How does outcome measurement sit within the bigger picture? Kamini Gadhok MBE and Katie Chadd, RCSLT
10:15 – 10:30 15 mins	Practical uses of outcome measure data - myth busting and maximising impact Vicky Styles, AAC West
10:30 – 10:40 10 mins	Refreshment break
10:40 – 11:20 40 mins	Parallel sessions: Lightning talks from RCSLT members, followed by Q&A <ul style="list-style-type: none"> • Please choose the session you would like to attend, and join the corresponding breakout room when indicated • Speaker slides are available on the RCSLT website
	Parallel session 1: Implementing outcome measures and getting buy-in
10:40 – 11:20 40 mins	'Insights into implementing TOMs - success factors and potential barriers to implementation' Emma Carvell, Quality Lead, Therapies, Wirral Community Health and Care NHS Foundation Trust 'Our experience: Implementing outcome measures and getting 'buy in'' Cath Lowry, Operational Lead, Children's Speech and Language Therapy Service, Your Healthcare CIC

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	<p>Parallel session 2: Utilising data about outcome measures</p> <p>'Using outcome measures in a new area of practice: Long COVID' Sophie Chalmers, Speech and Language Therapist, Bolton NHS Foundation Trust (<i>pre-recorded</i>)</p> <p>'Using ROOT TOMs within inpatient adult neuro-rehab' Amber Masterson, Speech & Language Therapist, The Marbrook Centre (<i>pre-recorded</i>)</p> <p>'Getting into Outcome Measures - experiences from an adult community service' Charly Harris, Professional Lead for Adult Speech and Language Therapy, Sussex Community Foundation Trust</p> <p>Parallel session 3: Measuring outcomes outside of individualised care</p> <p>'Measuring Outcomes Outside Individualised Care' Melanie Packer, Placement Lead / Senior Lecturer - Department of Speech & Language Therapy and Rehabilitation Studies at Faculty of Health, Education and Life Sciences - Birmingham City University</p> <p>'Using feedback to improve SLT training' Liz James, Highly Specialist Speech and Language Therapist and Serena Lo, Speech and Language Therapist, Biborough Mainstream Schools Team, Central London Community Healthcare NHS Trust</p>
11:20 - 11:25 5 mins	Refreshment break
11:25 – 12:05 40 mins	<p>Seminars and workshops: Discussing and sharing solutions</p> <ul style="list-style-type: none"> Please attend the session indicated on the email that we sent to you in advance of the event <p>Session 1: Outcome measurement: working for you and working for service users Professor Pamela Enderby OBE, Sheffield - Kathryn Moyse and Amit Kulkarni, RCSLT</p> <p>Session 2: Overcoming information governance and technical issues Vicky Styles, AAC West - Catherine Martin, Communication Aid Service East of England - Sarah Lambert, RCSLT</p> <p>Session 3: Demystifying data analysis (an introduction) Kamini Gadhok MBE and Katie Chadd, RCSLT - Amelia Austin, Sheffield</p>
12.05 – 12.15 10 mins	Thank you and next steps
12:15	Close

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Biographies



Kamini Gadhok MBE

Kamini is CEO at the RCSLT.

Kamini has been chief executive at the RCSLT since December 2000. The professional body for speech and language therapists in the UK, the RCSLT provides leadership for the profession and supports improvements to services for people with speech, language and communication needs (SLCN).

Kamini's primary role is to help deliver service change by building strong partnerships with key stakeholders across government, charities, other professional bodies and the regulator. Over the years, she has been involved in several government initiatives and policy developments. This has included being an adviser to the Bercow review of services for children with SLCN, which continues to inform and impact on key government policies.

As a former speech and language therapist, Kamini had direct patient care responsibilities for 14 years and has experience of working with a range of client groups (children, older people, people with learning difficulties) across all ages in hospitals, community health centres, special schools and mainstream schools.

Prior to her move to London in 1997, Kamini had three roles in Nottingham Community Health (NHS Trust): as a locality manager, with responsibility for meeting the health needs of local populations across three inner city health areas; as locality coordinator for speech and language therapy services; and as specialist adviser (bilingualism) leading the development of services for people for whom English is an additional language. In this role, Kamini established the Asian bilingual co-worker service, the first of its kind in the country.

In 1997, Kamini became ethnic health projects coordinator for the NHS and was seconded to the Department of Health to set up the Race Equality Unit, where she was section head until 2000. Kamini received an MBE in June 2009 for services to the allied health professions.

 @Kgadhok

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Mary Heritage

Mary graduated as a speech and language therapist in 1986, and later specialised in working with older people, especially people with dementia. As an AHP (allied health professions) leader in the NHS in Derbyshire, she primarily worked in community settings. Currently a senior lecturer and programme lead in speech and language therapy at the University of Lincoln.

Mary is also a qualified coach and mentor and very passionate about developing people to meet their potential. Actively engaged in the RCSLT throughout my career, including as a trustee since 2015 and chairing the Professional Practice and Policy Committee (2015-18). Mary became RCSLT chair in December 2020.

To view Mary's pre-recorded message, go to: [Mary Heritage, Chair of the RCSLT Board of Trustees](#)

 @MaryHeritage



Suzanne Rastrick

Suzanne qualified as an Occupational Therapist (OT) from Oxford in 1986 and began her career in the acute hospital sector.

She was one of the first allied health professionals (AHPs) to hold a substantive Director of Nursing post. She has also been Chief Executive of a Primary Care Trust Cluster and has a Non-Executive portfolio in the commercial and not for profit Housing Sector and sits on a number of national groups.

Since 2013, she has played a prominent role in clinical commissioning, as Interim Chief Executive of NHS Dorset Clinical Commissioning Group during its shadow form, followed by Director of Quality.

Suzanne took up the role of Chief Allied Health Professions Officer in September 2014 taking the lead in developing the 12 allied health professions (AHPs) to further improve the commissioning and services provided by AHPs to achieve better outcomes for patients after illness and injury. **To view Suzanne's pre-recorded message, go to: [Suzanne Rastrick, Chief Allied Health Professions Officer, England](#)**

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Suzanne Martin

Professor Suzanne Martin, Chief Allied Health Professions Officer, is responsible for advising Northern Ireland government on all matters relating to the Allied Health Professions (AHP) and provides professional advice and support to the Minister of Health, N Ireland Assembly, Permanent Secretary, senior policy and professional colleagues on AHP policy, professional and operational issues and education. Suzanne contributes to the Department of Health's decision making process and strategy and policy development and works to ensure that the expertise, skill and impact of the AHP workforce is reflected across Northern Ireland policy.

Professor Suzanne Martin (PhD) an Occupational Therapist by profession. She has 15 years clinical experience in a range of settings which includes physical disability, paediatrics (developmental clinics and supporting children in mainstream school), community care and intensive homecare. Suzanne moved to Ulster University 2003. Her PhD explored the integration of new and emerging technologies in health and social care.

She was involved in the design of technology enriched services for people with dementia (Belfast Trust) and also for people with acquired brain injury (Cedar Foundation). She was appointed Head of School Health Sciences during 2017 and led the School through the CoVid19 pandemic. Suzanne has served Office for Research Ethics Committee Northern Ireland (ORECNI), National Institute for Health and Care Excellence (NICE), Cochrane and currently sits on National Institute for Health Research panel for out of hospital care. She was an expert for the European Commission on digital health innovation.

She has recently co-edited a text on the fundamentals of person-centred healthcare practice and is delivering AHP education on collective leadership to support the implementation of the Collective Leadership strategy. **To view Suzanne's pre-recorded message, go to: [Professor Suzanne Martin, Chief Allied Health Professions Officer, Northern Ireland](#)**



@DrSuzanneMartin



Carolyn McDonald

Carolyn trained as an occupational therapist in Dublin, graduating in 1985, and has worked all her professional life in Scotland. She has held various clinical roles across her occupational therapy career predominantly in community child health where she set up and expanded this service in Fife.


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Before taking up post as Chief Allied Health Professions Officer for the Scottish Government on 6 January 2020, Carolyn was the Associate Director for the Allied Health Professions for the last ten years in NHS Fife where she held a strategic leadership role for all of the allied health professions where she lead on their contribution to the delivering on national and local policy including the legislation on the integration of health and social care.

Carolyn is a member of the Scottish Radiology Transformation Programme and the Modern Outpatient Integrated Programme Board Meetings, Scottish Clinical Imaging Network and the National Elective Centre Programme. **To view Carolyn’s pre-recorded message, go to: [Carolyn McDonald, Chief Allied Health Professions Officer, Scotland](#)**

 @Carolyncahpo



Ruth Crowder

Ruth Crowder was appointed to the role of Chief Allied Health Professions Adviser for Welsh Government in February 2018. She advises Welsh Government and ministers on the Allied Health Professions (AHPs) in Wales.

Ruth qualified as an occupational therapist in Cardiff in 1983 and has practiced in both the NHS and social services. She has worked as a lecturer in Cardiff University and as a policy officer for the Royal College of Occupational Therapists. Ruth sponsors the Welsh Allied Health Professions Advisory Committee. She has a keen interest in preventative and enabling services that enable people to live as independently as they

can for as long as possible. **To view Ruth’s pre-recorded message, go to: [Ruth Crowder, Chief Allied Health Professions Adviser, Wales](#)**

 @RuthCr



Professor Pam Enderby Emeritus Prof Pam Enderby OBE., Ph.D., DSc., MSc., FRCSLT.

School of Health and Related Research, University of Sheffield, Regents Court, Regent Street, Sheffield S1. UK

After qualifying a Speech and Language therapist Pam worked in the National Health Service in London and Bristol where she set up the first

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Alternative and Augmentative Communication (AAC) Centre and the Speech and Language Therapy Research Unit.

She was the lead claimant in a landmark legal case for equal pay in the NHS which led the government to institute a review of pay and grading scales for SLTs and consequently throughout the United Kingdom health service.

She moved to Sheffield to a combined NHS and University research post. She has held the positions of Head of Dept and Dean of the Faculty of Medicine. She has been the Clinical Director of the South Yorkshire Comprehensive Local Research Network (09-12) and in 2012-14 was Chair of the Sheffield HealthWatch. She has served on and Chaired the Board of the Royal College of Speech and Language Therapists and acted as President the Society for Research in Rehabilitation. She is currently President of the International Association of Communication Sciences and Disorders (IALP).

She is author of 14 books and published 230 peer-reviewed journal articles. Her areas of research interest include: outcome measurement, assessment, technology in rehabilitation, evaluation of rehabilitation and speech and language therapy.

She was awarded a Fellowship of the College of Speech Therapists, was honoured with an MBE and more recently an OBE for services to Speech and Language Therapy. In 2012 she was recipient of the Robin Tavistock award for her contribution to Aphasia research and recently (2016) presented the Bipin Bhakta distinguished scholar lecture to the Society for Research in Rehabilitation and the Princess Margaret lecture to the UK Stroke Forum. A DSc was awarded by the University of the West of England in 2000 and further DSc by the University of Sheffield in 2022.



Vicky Styles

Vicky is the Clinical Manager and Speech and Language Therapist based in the West of England Specialist Team (AAC WEST)

After gaining an interest in the field of AAC through her first community speech and language therapy post, Vicky joined the team at the Centre in 2003, taking over as clinical manager for the service in February 2017. Since joining the team she has refined her knowledge of AAC in relation to assessments for an adult population and remains passionate about the positive effects AAC can have on people's lives. Vicky also sits on the RCSLT

Outcomes Programme Steering Group.

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Katie Chadd

Katie is a speech and language therapist and completed her Masters at City, University of London, having previously studied Medical Neuroscience at the University of Sussex.

Katie has worked in research roles since qualifying, including at the Roberta Williams Centre at City, and within the RCSLT. During her time at RCSLT, Katie has worked on various projects and initiatives focused on building research capacity and culture with the speech and language therapy profession and supporting practitioners to take an evidence-based approach to practice.

Her role within the outcome team focuses mostly on supporting SLTs to evaluate and use data to drive service improvements, including analyses of ROOT data.

 @Katie_Chadd



Emma Carvell

Emma qualified as a speech and language therapist in 2001 and worked clinically until 2018, working as a team leader and paediatric dysfluency specialist. In 2018 an opportunity arose for her to support the trust in relation to their regulatory standards and she embarked on a trust wide quality improvement project implementing an online solution to support services to monitor and evidence quality and regulatory standards.


Early in 2020, Emma was successfully appointed to a quality lead role. The role involves supporting services across the organisation including nurses, AHPs and social workers in all aspects of quality and governance. She leads on the quality improvement element of the Trust's quality strategy.

Emma's areas of interest include quality improvement, engagement and experience, digital choice and enablement and outcome measures, to name a few. Whilst working clinically in the paediatric SLT service, Emma led on implementation of therapy outcome measures. She was really interested to explore more about what factors would support teams to successfully implement outcome measures and what the potential barriers were. For this reason, as part of her senior leaders Master's degree in 2019, Emma decided to conduct an action-based research project to explore just this. It was felt that if these factors could be better understood, implementation and roll out of therapy outcome measures across other services in the trust could be optimised. Emma's presentation will aim to share the

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findings from her research with the hope that others can gain insights into how to optimise TOMs implementation in their own teams.  @mollymolloy6



Cath Lowry

Cath Lowry trained at City University and has worked as a Speech and Language Therapist in the NHS for over 25 years. She has a range of experience working with children in a variety of settings including specialist school, specialist language provision, early years and mainstream schools. During her time working with children with language disorders in a specialist Mainstream provision, she co-wrote School Start, a targeted intervention programme for language and sound awareness for children in Reception and Year 1.

She is committed to training and development to meet the needs of those with communication difficulties and all those who support them.

Cath currently works for Your Healthcare, CIC in Kingston as the Operational Lead for the children's Speech and Language Therapy working closely with her speech and language therapy and education colleagues.  @CathLowry



Charly Harris

Charly qualified as a Speech and Language Therapist in 2002 and has worked across a range of adult settings, primarily in community services. Since 2017, Charly has worked in senior leadership roles and is currently the Professional Lead for Adult SLT at Sussex Community NHS Foundation Trust. She is also studying for a part-time PhD at UCL, researching the impact of intergenerational interactions on the communication of people with dementia. She has also recently become a RCSLT Research Champion.

Charly has always been interested in how we use and monitor outcome measures, and firmly believes in the need to go beyond data collection, so that we are using what we find out to improve and develop services. She works closely with performance and data teams to try and make outcome measure collection as easy as possible for clinicians and to identify ways of presenting data so that it is accessible and meaningful. Charly also sits on the RCSLT Outcomes Programme Steering Group.  @charlyharrislt

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Amber Masterson

Amber graduated with a BSc in Speech and Language Therapy from the University of Reading in 2016. Upon graduating, Amber worked in an acute hospital with those who had experienced stroke. She then switched settings, and now works as the Senior SLT at The Marbrook Centre, a Level 2 inpatient neurological rehabilitation unit and long-term nursing unit. Marbrook is an 81 bedded centre, with a neuro rehab unit, a long-term neurological nursing unit, and a residential service for those living with dementia. The Marbrook Centre were early adopters of ROOT back in early 2019 for their neuro-rehab unit, where they see individuals who have typically just left hospital after an

Acquired Brain Injury, other acute neurological conditions or spinal cord injuries. At Marbrook, residents stay for 6-12 weeks, and they are generally funded by local Clinical Commissioning Groups, though also accept funding from private payers and case management firms.  @Amber_M_SLT



Sophie Chalmers

Sophie Chalmers is a speech and language therapist leading the SLT pathway within the multidisciplinary Long COVID service at Bolton NHS Foundation Trust, and holds an allied health clinical academic role jointly appointed at the University of Central Lancashire.

Sophie leads the assessment and treatment of speech and language therapy needs within the therapy-led Long COVID service in Bolton, including individuals presenting with communication, voice or swallowing changes after COVID-19. Sophie has contributed to clinical-research in the field of allied health and Long COVID, in addition to recent work on the RCSLT document: Understanding the need for and provision of speech and language therapy services for individuals with post-COVID syndrome in the UK, and other work in progress exploring the lived experiences of individuals with Long COVID in a town in the North West of England. Sophie is interested in how clinicians can implement research into practice to provide excellence in clinical care.

Sophie has been piloting the Long COVID Therapy Outcome Measures in her clinical role to observe the trends and changes in practice following a collection of post-COVID symptoms speech and language therapists are now assessing and treating. In an area of practice where the evidence remains in its infancy and individuals are curious about prognosis, Sophie has used outcome

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measures as a tangible approach to discuss clinical observations with service users. 

@SChalmersSLT




Liz James & Serena Lo

Liz James, Highly Specialist Speech and Language Therapist. Liz has over 10 years of experience working as a SLT within mainstream schools and Language Resource Bases, with her specialist interest being DLD. Her current role consists of clinical work and management time. She co-ordinates the learning workshop programme and is part of the quality improvement project.  @CLCH_SLT_CHD



Serena Lo, Specialist Speech and Language Therapist. Serena has worked within Mainstream Schools, Additionally Resourced Provision Units and Specialist School Settings. Her clinical interests include complex needs, AAC, Autism, bilingualism and SEMH. Aside from her clinical work and supporting SLT students, Serena also delivers and prepares training to upskill school staff and is a part of learning workshop quality improvement project.

 @sltserenalo



Melanie Packer

Melanie qualified in 2006 from University of Central England (now Birmingham City University). Since qualifying, Melanie worked predominantly as a speech and language therapist within South Warwickshire NHS Foundation Trust. By 2009, she had joined Warwickshire's 'time to talk™' team. Between 2014 & 2015, Melanie continued to implement 'time to talk™' early years strategy for supporting babies, young children their families / early years practitioners on part time basis and took on an Early Years Lead post within Oxford Health Foundation Trust.

In September 2015, Melanie returned full time to Warwickshire's 'time to talk™', now as the Lead Speech and Language Therapist for the 'time to talk' Programme. She remained in post until January 2018, before returning to Birmingham City University, this time as a lecturer.

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Melanie Packer is now a senior lecturer and placement lead within the Speech and Language Therapy Department. Melanie's work focuses upon SLT practiced based learning including placements. She also coordinates an interprofessional professional practice teaching module on the MSc Speech and Language Therapy, focusing on service improvement, innovation, and leadership.

Melanie continues to maintain a special interest in prevention in the early years, as well as workforce development and diversity within the profession.

In December 2021 became a member of RCSLT Nominations Committee.  @MelaniePacker72

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Parallel sessions

10:40 - 11:20: Lightning talks from RCSLT members, Q&A

Please choose the session you would like to attend, and join the corresponding breakout room when indicated. The slides for these sessions are available for you to download from the [RCSLT website](#)

Parallel session 1: Implementing outcome measures and getting buy-in

'Insights into implementing TOMs - success factors and potential barriers to implementation' Emma Carvell, Quality Lead, Therapies, Wirral Community Health and Care NHS Foundation Trust

'Our experience: Implementing outcome measures and getting 'buy in'' Cath Lowry, Operational Lead, Children's Speech and Language Therapy Service, Your Healthcare CIC

Parallel session 2: Utilising data about outcome measures

'Using outcome measures in a new area of practice: Long COVID' Sophie Chalmers, Speech and Language Therapist, Bolton NHS Foundation Trust (*pre-recorded*)

'Using ROOT TOMs within inpatient adult neuro-rehab' Amber Masterson, Speech & Language Therapist, The Marbrook Centre (*pre-recorded*)

'Getting into Outcome Measures - experiences from an adult community service' Charly Harris, Professional Lead for Adult Speech and Language Therapy, Sussex Community Foundation Trust

Parallel session 3: Measuring outcomes outside of individualised care

'Measuring Outcomes Outside Individualised Care' Melanie Packer, Placement Lead / Senior Lecturer - Department of Speech & Language Therapy and Rehabilitation Studies at Faculty of Health, Education and Life Sciences - Birmingham City University

'Using feedback to improve SLT training' Liz James, Highly Specialist Speech and Language Therapist and Serena Lo, Speech and Language Therapist, Biborough Mainstream Schools Team, Central London Community Healthcare NHS Trust

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Seminars & Workshops

11:25 - 12:05: Discussing and sharing solutions

Please attend the session indicated on the email that we sent to you in advance of the event

Session 1: Outcome measurement: working for you and working for service users

Professor Pamela Enderby OBE, Ph.D., DSc., MSc., FRCSLT, School of Health and Related Research, University of Sheffield, Regents Court, Regent Street, Sheffield S1. UK

Kathryn Moyse, Outcomes & Informatics Manager and **Amit Kulkarni**, Head of Research & Outcomes RCSLT

Session 2: Overcoming information governance and technical issues

Vicky Styles, Clinical Manager and Speech and Language Therapist, AAC West

Catherine Martin, Deputy Service Lead, Communication Aid Service East of England (CASEE)

Sarah Lambert, Research & Outcomes Officer RCSLT

Session 3: Demystifying data analysis (an introduction)

Kamini Gadhok MBE, CEO and **Katie Chadd**, Research Manager RCSLT

Amelia Austin, Trainee Speech and Language Therapist Sheffield University

For more information, please contact at rsvp@rcslt.org

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Participant's Personal Reflection and Action Plan

PLEASE DO NOT HAND THIS FORM IN

This form is for your own use to help with recording your CPD

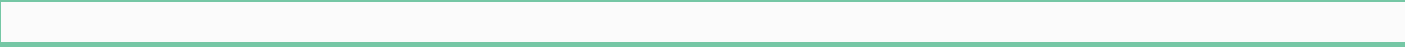
You may use this form to make notes on your initial thoughts and feelings about what you have learnt during this event. You will probably want to make brief notes on this sheet and then write up more detailed notes later using the RCSLT CPD diary.

1. Why did I attend this event?
2. How did the event compare to my learning expectations of what I thought the day would be like?
3. What knowledge or skills have I developed from this event? (Name up to 3)
4. Has this workshop enabled me to enhance my service delivery? If yes, how? If no, why not?
5. What one thing can I put into practice immediately to benefit service users and colleagues?
6. What would I like to put into practice in the medium/long term to benefit service users and colleagues?
7. What further reading, research or study do I need to do?
8. How will I share my learning from this event with colleagues and other professionals?

Set a goal in your CPD diary

You can use your CPD diary to set a goal relating to outcome measures. When setting a goal, you will need to think about what you want/need to achieve and then try to frame that as a goal. To make sure your goals are clear and reachable, each one should be SMART:

S	Specific – something clear to aim for
M	Measurable – can be measured or judged when completed
A	Achievable – something that is possible for you
R	Relevant – relating to your career / practice
T	Timely – has a start and end date



The Royal College of Speech and Language Therapists (RCSLT) is the professional body for speech and language therapists in the UK. As well as providing leadership and setting professional standards, the RCSLT facilitates and promotes research into the field of speech and language therapy, promotes better education and training of speech and language therapists, and provides its members and the public with information about speech and language therapy.

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