Skills for
Health

Transforming Community Services: Ambition, Action, Achievement

Transformational Attributes - A Skills for Health Implementation Guide
Second edition

Better **skills** | Better **jobs** | Better **health**

Title	**Transforming Community Services: Ambition, Action, Achievement** Transformational Attributes – A Skills for Health Implementation Guide
Document purpose	To support the Transforming Community Services Project
Author	Strategic Workforce Solutions Team
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Description	This guide brings together the six transformational attributes to help explain how they might translate into people's roles and responsibilities at work
Target audience	Managers or practitioners implementing the Transforming Community Services (TCS) agenda
Superseded documents	None
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Why is this important?

The Transforming Community Services (TCS) programme is about significantly improving community services so that they can provide modern and responsive care of a consistently high standard. It is a key priority, demanding significant and far reaching changes, and it's clear that success will depend on community practitioners demonstrating transformational attributes outlined by Department of Health (DH) in their TCS guides.

There are six of those DH transformational guides which relate to 6 key specific areas of practice, namely: health and wellbeing; children, young people and families; acute care closer to home; long term conditions; rehabilitation and end of life care. Within each guide there is a section which describes how the 6 transformational attributes can be demonstrated in that specific area. The 6 attributes are -

- **Health promoting practitioners** focusing on health, wellbeing and addressing health inequalities
- **Clinical innovators** and **expert practitioners** enabling increasingly complex care to be provided at home
- **Professional partners** in an expert to expert relationship with patients and in building teams across organisations
- **Entrepreneurial practitioners** exploring business opportunities including expanding social enterprise and other innovative approaches
- **Leaders of service transformation** individual, organisational and across systems
- **Champions of clinical quality** using new techniques and methodologies to embrace continuous improvement.

The Department of Health is challenging organisations to promote these attributes in their own workforce and to work through the implications for how staff are educated, trained and led, how services are commissioned and regulated and how performance is monitored.

You may be wondering where to start and what these attributes actually look like in terms of what you and your colleagues do at work.

We have developed this guide to help you identify how these attributes might translate into people's roles and responsibilities at work and, through the use of "functions" and "competences" (NOS), to provide a concrete description of what people need to be actually doing, the skills and knowledge they need and how that can be applied, measured and developed.

Who should use this Guide?

Employers/Providers of Services
As an employer it is essential to ensure that all community practitioners have the necessary skills and competences to underpin the transformational attributes.

A framework of functions and specific competences (NOS) can:
- be used in the review and development of the workforce, ensuring viable, sustainable and quality services are developed using the identified range of competences as building blocks
- review employees' current skills and competences against those required for the Transformational Attributes and identify specific training and educational needs to support individual and team development
- be used to incorporate transformational attributes in corporate policies and governance frameworks.

Leaders and Managers
Sustained leadership and drive is needed to ensure the transformation of community services.

The framework of functions and specific competences can:
- provide benchmarks of best practice
- provide a framework for staff development and service improvement
- support new ways of working and the development of truly patient focused integrated services.

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Community Practitioners

Staff may require some preparation and training to ensure they are able to develop and incorporate the attributes in the way they work.

By mapping to the specific competences (NOS) Practitioners will be able to:

- review their own and their team's competences against those required to demonstrate the transformational attributes
- discuss the skills and knowledge with line managers to ensure shared understanding of the attributes and their implications for job roles and working practices
- challenge practice which is not consistent with the principles and the specific competences identified to support the Transformational Attributes.

Education and Training

Competences (NOS) should be an integral part of all education and training for staff working in, or aspiring to work in health or social care settings. Education and training providers are able to review training in relation to the workforce functions and the range of specific competences identified.

They can be used to:

- Inform education and training to address workforce development needs
- design in-service training and assessment programmes for the existing workforce.

How does this guide help?

This guide is a framework that brings together the six transformational attributes together with workforce functions and competences (which are otherwise known as National Occupational Standards (NOS)) to support development and application.

Functions are activities and tasks that are done at work. They can be broken down into specific competences (NOS) which describe performance as the outcomes of a person's work. Competences (NOS) focus on what the person needs to be able to do, as well as what they must know and understand to work effectively. Each function can have several competences (NOS) connected with it for different settings and circumstances.

To give you a head start making the attributes a part of everyday working practice, we have mapped them against the functions held on our database.

The mapping is presented in a series of tables – one for each of the service areas covered by a Department of Health TCS guide:

- *Health, Wellbeing and Reducing Inequalities*
- *Children, Young People and their Families*
- *Acute Care Closer to Home*
- *Rehabilitation Services*
- *People with Long Term Conditions*
- *End of Life Care*

Each table lists the six transformational attributes in the context of that particular service area to show you what that means for people's practice and which functions on our database are most relevant.

How do I use the guide?

Once you have used the tables to identify the appropriate **functions** you will be able to find the specific **competences (NOS)** by accessing the Skills for Health database at www.skillsforhealth.org.uk and view Tools. You will find there a suite of Competence Application Tools, including a Health Functional Map, which can be used to map the functions identified in this Guide to the specific competences required by Community Practitioners in your service area.

To find out more about how Skills for Health can support you with mapping the workforce functions to competences (NOS) for your specific service and workforce needs, please contact one of our Regional Directors who will be happy to discuss your specific needs.

If you need any more advice about our resources and how Skills for Health can support you to implement the TCS Transformational Attributes, contact us at TCS@skillsforhealth.org.uk.

Transforming Community Services
Health, wellbeing and reducing inequalities

1

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Health promoting practitioners focusing on health, wellbeing and addressing health inequalities	All community practitioners have the opportunity to affect the health and wellbeing of individuals, families and communities. All practitioners need to embrace a philosophy that promoting health and wellbeing is a role for all. For some this is core to their role, for others it requires the ability to take opportunities for health promotion and role model behaviours.	**1.5 Provide information, advice and guidance** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **C2.2 Provide information to individuals, groups and communities about promoting health** **C2.4 Enable people to address issues relating to their health and wellbeing**
Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home	Demonstrating competence in using a range of methods to target and communicate with people to address lifestyle factors affecting health.	**1.2 Communicate effectively** **C2.1 Encourage behavioural change in people and agencies to promote health and wellbeing**
	Developing skills and extending roles to enable professionals to act proactively and make best use of all teachable moments.	**2.1.1 Develop your own practice** **4.6 Promote service improvement** **C2.4 Enable people to address issues relating to their health and wellbeing**

Transforming Community Services
Health, wellbeing and reducing inequalities

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home		**F2.2 Assist in the delivery of learning and development for others**
	Maximising potential of technology in promoting health and wellbeing.	**4.6 Promote service improvement** **H1.4 Manage resources**
Professional partners in an expert to expert relationship with patients and in building teams across organisations	Forging purposeful links with other partners i.e. health trainers, health and wellbeing partnership.	**H1.3.3 Manage multi-agency collaborative working**
	Engaging services users in promoting health and wellbeing.	**1.5 Provide information, advice and guidance** **H1.3.3 Manage multi-agency collaborative working**
	Being able to have 'difficult' conversations with people about health and wellbeing to prevent disease or illness progression.	**1.2 Communicate effectively** **C2.4 Enable people to address issues related to health and wellbeing**
Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches	Maximising opportunities and demonstrating the ability to lead and develop productive nurse or allied health professional services to enable people to manage their condition at home.	**6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**

Transforming Community Services
Health, wellbeing and reducing inequalities

1

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches	Recognising, embracing and supporting the creative enterprises of team members and those of local partners to deliver health and wellbeing interventions.	**H1.1.5 Provide leadership** **H1.3.1 Contribute to the effectiveness of teams**
	Seeking out business opportunities to develop new approaches to health and wellbeing, and/or services, to address inequalities through improved access either with existing providers or by considering social enterprise or integrated care organisations (ICO).	**4.6 Promote service improvement** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.2 Profile the environment in which your organisation operates** **H1.3.1 Contribute to the effectiveness of teams**
Leaders of service transformation individual, organisational and across systems	Endorsing and modelling the principle that promoting health and wellbeing is a role for all.	**C1.1.3 Develop policies to support the health improvement strategy** **H1.1.5 Provide leadership**
	Working with a range of managers and commissioners to develop care pathways which start with 'upstream' interventions to prevent ill health and include early stage management of conditions to reduce progression and complications.	**B3.2.4 Develop care pathways for patient management** **H1.3.3 Manage multi-agency collaborative working**

Transforming Community Services
Health, wellbeing and reducing inequalities

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Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Leaders of service transformation individual, organisational and across systems	Understanding the business process, the impact of the economic downturn and productivity/efficiency measures and how to put together a business case that can evidence value for money whilst ensuring high quality care and patient safety.	**5.2.6 Evaluate the quality of healthcare services** **H1.1.3 Develop a strategic business plan for the organisation** **H1.5.3 Manage business processes** **H1.5.5 Improve organisational performance**
	Exploring business opportunities including expanding social enterprises and other innovative approaches to promoting good health.	**H1.1.2 Profile the environment in which your organisation operates**
	Having the ability to lead multidisciplinary and multi agency teams to deliver public health including supporting people as they develop new skills and extend their role.	**1.2 Communicate effectively** **2.2.1 Support the development of the knowledge and practice of individuals** **F2.2 Assist in the delivery of learning and development for others** **H1.1.5 Provide leadership** **H1.3.3 Manage multi-agency collaborative working**

Transforming Community Services
Health, wellbeing and reducing inequalities

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Leaders of service transformation individual, organisational and across systems	Monitoring health and wellbeing activities and measurement of change.	**5.2.2 Monitor the progress and quality of work within your area of responsibility**
	Displaying influencing skills and ability to implement change.	**1.2 Communicate effectively** **H1.2.4 Implement change**
	Modelling leadership behaviours, courage, integrity and excellent communication.	**1.2 Communicate effectively** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**
	Displaying expert leadership skills ensuring that the attributes become embedded within work practice and used as part of the annual appraisal cycle in conjunction with the leadership, quality framework (LQF).	**2.2.1 Support the development of the knowledge and practice of individuals** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**

Transforming Community Services
Health, wellbeing and reducing inequalities

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement	Using new techniques and methodologies to embrace continuous improvement – measuring quality in terms of patient safety, evidence and effectiveness and through people's experience of the service offered.	**2.1.1 Develop your own practice** **2.1.2 Reflect on your own practice** **4.6 Promote service improvement** **5.2.1 Ensure your organisation delivers quality services** **5.2.6 Evaluate the quality of healthcare services**
	Driving up standards by seeking feedback from individual people, families and communities and acting on this to improve service satisfaction.	**5.2.1 Ensure your organisation delivers quality services** **H1.5.4 Monitor and address customer service problems**
	Implementing quality improvement processes such as Plan, Do, Study, Act (PDSA) cycle and quality indicators.	**5.2.5 Establish quality policy and quality assurance systems for the delivery of a service or function** **5.2.7 Promote and manage continuous quality improvement**

Transforming Community Services
Health, wellbeing and reducing inequalities

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Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement		**H1.2.3 Plan Change** **H1.2.4 Implement change**
	Displaying expert clinical skills, values and authority to champion the quality of community based services locally.	**5.2.1 Ensure your organisation delivers quality services** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**

Transforming Community Services
Children, young people and their families

2 Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM Reference Function, under which sit a range of appropriate competences
Health promoting practitioners focusing on health, wellbeing and addressing health inequalities	Working within a philosophy that promoting and maximising health and wellbeing is part of the role of every healthcare professional.	**1.5 Provide information, advice and guidance** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **C2.4 Enable people to address issues related to health and wellbeing**
	Understanding the health needs of children and young people in your community and delivering the evidence based care Healthy Child Programme with additional support to give individual children the best start and improve health outcomes for local communities.	**A1.1 Plan health screening programmes** **A2.3 Assess an individual with a suspected health condition** **C2.4 Enable people to address issues relating to their health needs**
Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home	Using new approaches to health and wellbeing for vulnerable children and families.	**4.6 Promote service improvement** **B3.2.3 Develop and optimise methods and techniques for delivery of healthcare services**

Transforming Community Services
Children, young people and their families

2

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM Reference Function, under which sit a range of appropriate competences
Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home	Using new technologies to enable children with disability to maximise their potential.	**4.6 Promote service improvement** **H1.4 Manage resources**
	Developing and applying advanced skills and extending roles to enable children with complex care needs to be able to live at home.	**2.1.1 Develop your own practice** **4.6 Promote service improvement** **C2.4 Enable people to address issues related to health and wellbeing** **F2.2 Assist in the delivery of learning and development for others**
Professional partners in an expert to expert relationship with patients and in building teams across organisations	Listening to and valuing the views of children and young people and supporting decision making appropriate to their age.	**1.4 Develop relationships with individuals** **6.1 Ensure your own actions support equality of opportunity and diversity** **B3.1.2 Enable individuals to make health choices and decisions**

Transforming Community Services
Children, young people and their families

2 Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM Reference Function, under which sit a range of appropriate competences
Professional partners in an expert to expert relationship with patients and in building teams across organisations	Ensuring that care planning fully includes children and families and is child-centred.	**6.1 Ensure your own actions support equality of opportunity and diversity** **B3.1.1 Plan activities, interventions or treatments to achieve specified health goals** **B14.2 Implement careplans/programmes**
	Sharing a vision and goals with partners working in cross-sector teams and with children so that services are better coordinated, duplication of assessment and gaps in service are reduced and users notice the difference.	**A2.1 Plan assessment of an individual's health status** **B3.1.2 Enable individuals to make health choices and decisions** **H1.3.3 Manage multi-agency collaborative working**
	Working in partnership with others: primary care, the ambulance trust, the acute trust, social services and the third sector to join up clinical care pathways and deliver effective care, which will prevent children needing to go to hospital unnecessarily.	**4.6 Promote service improvement** **B3.2.4 Develop care pathways for patient management** **H1.3.3 Manage multi-agency collaborative working**

Transforming Community Services
Children, young people and their families

2	Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM Reference Function, under which sit a range of appropriate competences
	Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches	Seeking out business opportunities to develop new approaches to child health and wellbeing, and/or delivering services for children, young people and families either within existing providers or through new service partnerships or organisations. This may include thinking about **social enterprise** or **integrated care** organisations (ICO).	**4.6 Promote service improvement** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.2 Profile the environment in which your organisation operates** **H1.3.1 Contribute to the effectiveness of teams**
	Leaders of service transformation individual, organisational and across systems	Working with commissioners, managers, cross-sector teams and other partners to redesign services that are really child and family centred and/or targeted to the needs of young people and improve their health outcomes.	**4.6 Promote service improvement** **B3.2.4 Develop care pathways for patient management** **H1.3.3 Manage multi-agency collaborative working**
		Understanding the business process, the impact of the economic downturn and productivity/efficiency measures and how to put together a business case which can evidence value for money whilst ensuring high quality care and patient safety.	**5.2.6 Evaluate the quality of healthcare services** **H1.1.3 Develop a strategic business plan for the organisation** **H1.5.3 Manage business processes**

Transforming Community Services
Children, young people and their families

2 Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM Reference Function, under which sit a range of appropriate competences
Leaders of service transformation individual, organisational and across systems		**H1.5.5 Improve organisational performance**
	Ability to lead a team to deliver new programmes or health promotion and/or care home, supporting people as they develop new skills and extend their role.	**1.2 Communicate effectively** **2.2.1 Support the development of the knowledge and practice of individuals** **F2.2 Assist in the delivery of learning and development for others** **H1.1.5 Provide leadership**
	Displaying influencing skills and ability to implement change.	**1.2 Communicate effectively** **H1.2.4 Implement change**
	Modelling leadership behaviours such as solution focused, strength based with courage, integrity and excellent communication.	**1.2 Communicate effectively** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**

Transforming Community Services
Children, young people and their families

2

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM Reference Function, under which sit a range of appropriate competences
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement	Maximising opportunities to promote and deliver child centred care and measuring the quality of this care for safety and safeguarding, evidence and effectiveness and responding to children and families' experience.	**4.6 Promote service improvement** **5.2.1 Ensure your organisation delivers quality services** **5.2.7 Promote and manage continuous quality improvement** **H1.5.4 Monitor and address customer service problems**
	Using stories to understand and demonstrate the experience of service users and frontline staff.	**1.2 Communicate effectively**
	Displaying expert clinical skills, values and authority to champion the quality of community based services locally.	**5.2.1 Ensure your organisation delivers quality services** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**

Transforming Community Services
Acute Care closer to home

3 Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Health promoting practitioners focusing on health, wellbeing and addressing health inequalities	Working within a philosophy that promoting and maximising health and wellbeing is part of the role of every healthcare professional.	**1.5 Provide information, advice and guidance** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **C2.4 Enable people to address issues related to health and wellbeing**
	Using data from public health, joint working (LAA), PBC leads and trust data analysts (hospital and primary care data) to identify trends and gaps in care closer to home initiatives where you and your team are able to make an impact.	**D2.3 Analyse data/information** **H1.1.7 Manage demands for services**
	Holistically assess each individual, ensuring that, through treatment regimes with coping strategies, or advice/support they are able to remain within their own home.	**1.5 Provide information, advice and guidance** **A2.1 Plan assessment of an individual's health status** **A2.2.2 Assess an individual with a suspected health condition** **A2.2.3 Assess an individual's needs arising from their health status** **B17 Work in collaboration with carers in the caring role**

Transforming Community Services
Acute Care closer to home

3

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home	Maximising the potential benefits of technology using telephone/video consultations, technology for shared care records between professionals, and for technological advances in the community, for example, digital imaging (x-ray) and digital photography uploads sent to seek specialist opinion.	**1.2 Communicate effectively** **4.6 Promote service improvement** **H1.4 Manage resources** **H1.5.7 Manage information and knowledge**
	Developing skills and extending roles to enable patients to be managed at home and in other community settings, for example, managing intravenous hydration and medication in community hospitals, managing community and providing complex therapy at home.	**2.1.1 Develop your own practice** **4.6 Promote service improvement** **C2.4 Enable people to address issues related to health and wellbeing** **F2.2 Assist in the delivery of learning and development for others**
Professional partners in an expert to expert relationship with patients and in building teams across organisations	Working in partnership with others: primary care, the ambulance trust, the acute trust, social services and the third sector to join up clinical care pathways and deliver effective care, which will prevent unnecessary hospital admission. This may include creating new roles, for example, joint funded posts, liaison and inreach posts with the acute trust or triage roles with the ambulance trust or out-of-hours provider.	**4.6 Promote service improvement** **B3.2.4 Develop care pathways for patient management** **H1.3.3 Manage multi-agency collaborative working**

Transforming Community Services
Acute Care closer to home

3

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Professional partners in an expert to expert relationship with patients and in building teams across organisations	Include patients, families and carers as essential and knowledgeable members of the care team to promote confidence that care can be managed outside hospitals.	**B3.1.2 Enable individuals to make health choices and decisions** **B.17 Work in collaboration with carers in the caring role**
Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches	Seeking out business opportunities to develop care closer to home initiatives either with existing providers, PBC or through new service development thinking about partnership working, managed care systems, social enterprise or integrated care organisations (ICO).	**4.6 Promote service improvement** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.2 Profile the environment in which your organisation operates** **H1.3.1 Contribute to the effectiveness of teams**
	Maximising opportunities and demonstrating the ability to lead and develop productive nurse or allied health professional services to enable people to manage their condition at home.	**6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**

Transforming Community Services
Acute Care closer to home

3

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Leaders of service transformation Individual, organisational and across systems	Working with commissioners, managers and others to redesign care pathways and services which address all elements of the care closer to home initiative, for example, hosting outpatient clinics within the community setting.	**B3.2.4 Develop care pathways for patient management** **H1.3.3 Manage multi-agency collaborative working**
	Understanding the business process, the impact of the economic downturn and productivity/efficiency measures and how to put together a business case which can evidence value for money whilst ensuring high quality care and patient safety.	**5.2.6 Evaluate the quality of healthcare services** **H1.1.3 Develop a strategic business plan for the organisation** **H1.5.3 Manage business processes** **H1.5.5 Improve organisational performance**
	Ability to lead the team to deliver high quality care for acute illness at home, for example, supporting people as they develop new skills and extend their role.	**1.2 Communicate effectively** **2.2.1 Support the development of the knowledge and practice of individuals** **F2.2 Assist in the delivery of learning and development for others** **H1.1.5 Provide leadership**

Transforming Community Services
Acute Care closer to home

3

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Leaders of service transformation Individual, organisational and across systems	Developing the ability to process map and redesign services along care pathways.	**B3.2.3 Develop and optimise methods and techniques for delivery of healthcare services** **H1.3.4 Plan the workforce**
	Displaying influencing skills and ability to implement change.	**1.2 Communicate effectively** **H1.2.4 Implement change**
	Modelling leadership behaviours, courage, integrity and excellent communication.	**1.2 Communicate effectively** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement	Using new techniques and methodologies to embrace continuous improvement. Ensure you are able to measure quality in terms of patient safety, evidence and effectiveness and through people's experience of the services offered.	**2.1.1 Develop your own practice** **2.1.2 Reflect on your own practice** **4.6 Promote service improvement** **5.2.1 Ensure your organisation delivers quality services**

Transforming Community Services
Acute Care closer to home

3

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement		**5.2.6 Evaluate the quality of healthcare services**
	Driving up standards by seeking and using patient, carer and family feedback to improve service satisfaction.	**5.2.1 Ensure your organisation delivers quality services** **H1.5.4 Monitor and address customer service problems**
	Implementing quality improvement processes such as Plan, Do, Study, Act (PDSA) cycle and quality indicators.	**5.2.5 Establish quality policy and quality assurance systems for the delivery of a service or function** **5.2.7 Promote and manage continuous quality improvement** **H1.2.3 Plan Change** **H1.2.4 Implement change**
	Displaying expert leadership skills, ensuring that the attributes become embedded within work practice and are used as part of the annual appraisal cycle in conjunction with the leadership, quality framework (LQF).	**2.2.1 Support the development of the knowledge and practice of individuals** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals**

Transforming Community Services
Acute Care closer to home

3

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement		**H1.1.5 Provide leadership**
	Displaying expert clinical skills, values and authority to champion the quality of community based services locally.	**5.2.1 Ensure your organisation delivers quality services** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**

* HFM - Health Functional Map

Transforming Community Services
Rehabilitation Services

4	Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
	Health promoting practitioners focusing on health, wellbeing and addressing health inequalities	Working within a philosophy of enable/reablement and maximising independence.	**6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **B16.4 Support individuals to retain, regain and develop the skills to manage their lives and environment**
		Working within a philosophy that promoting and maximising health and wellbeing is part of the role of every healthcare professional.	**1.5 Provide information, advice and guidance** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **C2.4 Enable people to address issues related to health and wellbeing**
		Using expert patient programmes to enable people to manage their condition and maximise wellbeing and independence.	**1.2 Communicate effectively** **1.5 Provide information, advice and guidance**
	Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home	Maximising the full potential of technology in rehabilitation.	**4.6 Promote service improvement** **H1.4 Manage resources**

Transforming Community Services
Rehabilitation Services

4	Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
	Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home	Implementing the full opportunities from extended scope practice, for example, new roles, joint posts between health and social care and skills such as motivational interviewing and cognitive behavioural therapy (CBT).	**2.1.1 Develop your own practice** **2.2.1 Support the development of the knowledge and practice of individuals**
	Professional partners in an expert to expert relationship with patients and in building teams across organisations	Working in partnership with others: primary care, the ambulance trust, the acute trust, social services and the third sector to join up clinical care pathways and deliver effective care, which supports sustainable outcomes of rehabilitation.	**4.6 Promote service improvement** **B3.2.4 Develop care pathways for patient management** **H1.3.3 Manage multi-agency collaborative working**
		Working with employers and employment organisations to enable people to return to work or have access to alternative work opportunities.	**H1.3.3 Manage multi-agency collaborative working**
		Working with the voluntary sector in local communities to look at alternatives to care such as volunteer recruitment, family support.	**H1.3.3 Manage multi-agency collaborative working**
		Adopting person centred approaches to care planning such as supporting people with individual health budgets.	**6.1 Ensure your own actions support equality of opportunity and diversity** **B3.1.1 Plan activities, interventions or treatments to achieve specified health goals**

Transforming Community Services
Rehabilitation Services

4	Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
	Professional partners in an expert to expert relationship with patients and in building teams across organisations		**B3.1.2 Enable individuals to make health choices and decisions** **F4.4 Enable individuals to develop the knowledge and skills to manage their own health needs**
	Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches	Maximising opportunities and demonstrating the ability to lead and further develop effective productive services which promote self referral wherever appropriate and multidisciplinary ordering of investigations and onward referral.	**6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**
		Seeking out business opportunities to develop new ways of delivering rehabilitation services either with existing providers or through new service development. This may include thinking about social enterprise or integrated care organisations (ICO).	**4.6 Promote service improvement** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.2 Profile the environment in which your organisation operates** **H1.3.1 Contribute to the effectiveness of teams**
		Developing positive risk opportunities when delivering rehabilitation.	**5.1.1 Act within the limits of your competence and authority**

Transforming Community Services
Rehabilitation Services

4	Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
	Leaders of service transformation individual, organisational and across systems	Working with commissioners, managers and others to redesign care pathways which will address all the elements of integrated rehabilitation services.	**B3.2.4 Develop care pathways for patient management** **H1.3.3 Manage multi-agency collaborative working**
		Understanding the business process, the impact of the economic downturn and productivity/efficiency measures and how to put together a business case that can evidence value for money whilst ensuring high quality care and patient safety.	**5.2.6 Evaluate the quality of healthcare services** **H1.1.3 Develop a strategic business plan for the organization** **H1.5.3 Manage business processes** **H1.5.5 Improve organisational performance**
		Having the ability to lead the team to deliver high quality services, for example, supporting people as they develop new skills and extend their role.	**1.2 Communicate effectively** **2.2.1 Support the development of the knowledge and practice of individuals** **F2.2 Assist in the delivery of learning and development for others** **H1.1.5 Provide leadership**

Transforming Community Services
Rehabilitation Services

4	Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
	Leaders of service transformation individual, organisational and across systems	Displaying influencing skills and ability to implement change.	**1.2 Communicate effectively** **H1.2.4 Implement change**
		Modelling leadership behaviours, courage, integrity and excellent communication.	**1.2 Communicate effectively** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**
		Displaying expert leadership skills ensuring that the attributes become embedded within work practice and used as part of the annual appraisal cycle in conjunction with the leadership, quality framework (LQF).	**2.2.1 Support the development of the knowledge and practice of individuals** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**
	Champions of clinical quality using new techniques and methodologies to embrace continuous improvement	Using new techniques and methodologies to embrace continuous improvement. Ensure you are able to measure quality in terms of patient safety, evidence and effectiveness and through people's experience of the services offered.	**2.1.1 Develop your own practice** **2.1.2 Reflect on your own practice** **4.6 Promote service improvement**

Transforming Community Services
Rehabilitation Services

4	Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
	Champions of clinical quality using new techniques and methodologies to embrace continuous improvement		**5.2.1 Ensure your organisation delivers quality services** **5.2.6 Evaluate the quality of healthcare services**
		Driving up standards by seeking and using patient, carer and family feedback to improve service satisfaction.	**5.2.1 Ensure your organisation delivers quality services** **H1.5.4 Monitor and address customer service problems**
		Implementing quality improvement processes such as Plan, Do, Study, Act (PDSA) cycle and quality indicators.	**5.2.5 Establish quality policy and quality assurance systems for the delivery of a service or function** **5.2.7 Promote and manage continuous quality improvement** **H1.2.3 Plan change** **H1.2.4 Implement change**

Transforming Community Services
Rehabilitation Services

4	Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
	Champions of clinical quality using new techniques and methodologies to embrace continuous improvement	Displaying expert leadership skills ensuring that the attributes become embedded within work practice and used as part of the annual appraisal cycle in conjunction with the leadership, quality framework (LQF).	**2.2.1 Support the development of the knowledge and practice of individuals** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**
		Displaying expert clinical skills, values and authority to champion the quality of community based services locally.	**5.2.1 Ensure your organisation delivers quality services** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**

Transforming Community Services
Long Term Conditions

5

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Health promoting practitioners focusing on health, wellbeing and addressing health inequalities	Working within a philosophy that promoting and maximising health and wellbeing is part of the role of every healthcare professional.	**1.5 Provide information, advice and guidance** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **C2.4 Enable people to address issues related to health and wellbeing**
	Using risk stratification tools, such as the combined predictive model (PARR+) to identify people with long term conditions who will benefit from case management.	**A2.6 Identify individuals at risk of developing health needs**
	Using expert patient programmes to enable people to manage their condition and maximise wellbeing and independence.	**1.2 Communicate effectively** **1.5 Provide information, advice and guidance**
Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home	Maximising the potential of technology, providing support and information to people with long term conditions and using telemedicine to enable home monitoring of symptoms and active management of risk factors for exacerbation.	**1.2 Communicate effectively** **4.6 Promote service improvement** **H1.4 Manage resources**

Transforming Community Services
Long Term Conditions

5

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home	Developing skills and extending roles to enable patients with exacerbations of their illness to be managed at home and in other community settings.	**2.1.1 Develop your own practice** **4.6 Promote service improvement** **C2.4 Enable people to address issues relating to their health and wellbeing** **F2.2 Assist in the delivery of learning and development for others**
Professional partners in an expert to expert relationship with patients and in building teams across organisations	Working in partnership with others: primary care, the ambulance trust, the acute trust, social services and the third sector to join up clinical care pathways and deliver effective care which will prevent unnecessary hospital admission. This may include creating new roles, for example, joint funded posts, liaison and inreach posts within the acute trust or triage roles with the ambulance trust or out of hours provider.	**4.6 Promote service improvement** **B3.2.4 Develop care pathways for patient management** **H1.3.3 Manage multi-agency collaborative working**
	Adopting person centred approaches to care planning and supporting those with individual health budgets.	**6.1 Ensure your own actions support equality of opportunity, and diversity** **B3.1.1 Plan activities, interventions or treatments to achieve specified health goals**

Transforming Community Services
Long Term Conditions

5

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Professional partners in an expert to expert relationship with patients and in building teams across organisations		**B3.1.2 Enable individuals to make health choices and decisions** **F4.4 Enable individuals to develop the knowledge and skills to manage their own health needs**
	Working with third sector partners to provide advice and support.	**1.5 Provide information, advice and guidance** **H1.3.3 Manage multi-agency collaborative working**
Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches	Maximising opportunities and demonstrating the ability to lead and develop effective and productive nurse and allied health professional led services to enable people to manage long term conditions at home and reduce hospital admission and/or length of stay.	**6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**
	Seeking out business opportunities to develop care closer to home initiatives either with existing providers or through new service development. This may include thinking about social enterprise or integrated care organisations (ICO).	**4.6 Promote service improvement** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.2 Profile the environment in which your organisation operates** **H1.3.1 Contribute to the effectiveness of teams**

Transforming Community Services
Long Term Conditions

5

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Leaders of service transformation individual, organisational and across systems	Working with commissioners, managers and others to redesign care pathways which will address all the elements of long term condition management.	**B3.2.4 Develop care pathways for patient management** **H1.3.3 Manage multi-agency collaborative working**
	Understanding the business process, the impact of the economic downturn and productivity/efficiency measures and how to put together a business case that can evidence value for money whilst ensuring high quality care and patient safety.	**5.2.6 Evaluate the quality of healthcare services** **H1.1.3 Develop a strategic business plan for the organization** **H1.5.3 Manage business processes** **H1.5.5 Improve organisational performance**
	Having the ability to lead the team to deliver high quality long term condition services, for example, supporting people as they develop new skills and extend their role.	**1.2 Communicate effectively** **2.2.1 Support the development of the knowledge and practice of individuals** **F2.2 Assist in the delivery of learning and development for others** **H1.1.5 Provide leadership**

Transforming Community Services
Long Term Conditions

5

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Leaders of service transformation individual, organisational and across systems	Displaying influencing skills and ability to implement change.	**1.2 Communicate effectively** **H1.2.4 Implement change**
	Modelling leadership behaviours, courage, integrity and excellent communication.	**1.2 Communicate effectively** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**
	Displaying expert leadership skills ensuring that the attributes become embedded within work practice and used as part of the annual appraisal cycle in conjunction with the leadership, quality framework (LQF).	**2.2.1 Support the development of the knowledge and practice of individuals** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement	Using new techniques and methodologies to embrace continuous improvement – measuring quality in terms of patient safety, evidence and effectiveness and through people's experience of the service offered.	**2.1.1 Develop your own practice** **2.1.2 Reflect on your practice**

Transforming Community Services
Long Term Conditions

5

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement		**4.6 Promote service improvement** **5.2.1 Ensure your organization delivers quality services** **5.2.6 Evaluate the quality of healthcare services**
	Driving up standards by seeking and using patient, carer and family feedback to improve service satisfaction.	**5.2.1 Ensure your organisation delivers quality services** **H1.5.4 Monitor and address customer service problems**
	Implementing quality improvement processes such as Plan, Do, Study, Act (PDSA) cycle and quality indicators.	**5.2.5 Establish quality policy and quality assurance systems for the delivery of a service or function** **5.2.7 Promote and manage continuous quality improvement** **H1.2.3 Plan change** **H1.2.4 Implement change**

Transforming Community Services
Long Term Conditions

5

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement	Displaying expert clinical skills, values and authority to champion the quality of community based services locally.	**5.2.1 Ensure your organisation delivers quality services** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**

Transforming Community Services
End of Life care

6

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Health promoting practitioners focusing on health, wellbeing and addressing health inequalities	Working within a philosophy of living well until the end of life.	**1.5 Provide information, advice and guidance** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **C2.4 Enable people to address issues related to health and wellbeing**
	Normalising death and dying.	**B18.1 Support individuals through the process of dying** **B18.3 Support individuals through bereavement**
	Supporting families and carers with their own health and supporting the emotional health of carers during and after the death of a loved one.	**1.5 Provide information, advice and guidance** **B1.6.2 Support individuals who are distressed** **B1.6.4 Support individuals to retain, regain and develop the skills to manage their lives and environment** **B17 Work in collaboration with carers in the caring role**

Transforming Community Services
End of Life care

6

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
		B18.3 Support individuals through bereavement
Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home	Introducing new ways of working, organising care around the needs of patients, families and carers.	**4.6 Promote service improvement** **B3.2.3 Develop and optimise methods and techniques for delivery of healthcare services**
	Developing communication skills, competencies in end of life care enabling effective rapport and relationships to be developed facilitating open and honest discussion with patients and families.	**1.1 Develop methods of communicating** **1.2 Communicating effectively** **1.4 Developing relationships with individuals**
	Developing competencies in advance care planning to support patients and family discussion in preferred priorities for care.	**2.1.1 Develop your own practice** **B3.1.1 Plan activities, interventions or treatments to achieve specified health goals**
	Developing skills and extending roles to enable patients' symptoms and pain to be effectively managed in the community.	**2.1.1 Develop your own practice** **4.6 Promote service improvement**

Transforming Community Services
End of Life care

6

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home		**C2.4 Enable people to address issues related to health and wellbeing** **F2.2 Assist in the delivery of learning and development for others**
Professional partners in an expert to expert relationship with patients and in building teams across organisations	Taking action to eliminate barriers between primary, secondary, acute and tertiary care other professionals such as the out of hours provider or ambulance service.	**H1.3.1 Contribute to the effectiveness of teams** **H1.3.3 Manage multi-agency collaborative working**
	Forging purposeful links with other agencies including voluntary sector organisations and charities who support patients living with a life limiting illness.	**H1.3.3 Manage multi-agency collaborative working**
	Including patients, families and carers as essential and knowledgeable members of the care team.	**B3.1.2 Enable individuals to make health choices and decisions** **B17 Work in collaboration with carers in the caring role**
	Being able to feel comfortable when discussing death and dying with patients/carers.	**1.2 Communicate effectively**

Transforming Community Services
End of Life care

6	Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
	Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches	Developing new care delivery models, based on multidisciplinary, self directed teams.	**B3.2.4 Develop care pathways for patient management**
		Exploring concepts such as social enterprise, integrated care organisations and personalised budget setting.	**H1.1.2 Profile the environment in which your organisation operates**
		Having skills, taking responsibility and being accountable for resources and for the delivery of agreed outcomes.	**2.1.1 Develop your own practice** **5.2.2 Monitor the progress and quality of work within your area of responsibility** **H1.1.5 Provide leadership** **H1.4 Manage resources**
	Leaders of service transformation individual, organisational and across systems	Proactive service planning in alignment with policy documents such as the national end of life care strategy and SHA end of life care plans.	**H1.1.1 Manage operational plans for an area of responsibility** **H1.3.4 Plan the workforce**
		Working with commissioners, managers and others to redesign care pathways and services which address all elements of the care closer to home initiative.	**4.6 Promote service improvement** **B3.2.4 Develop care pathways for patient management**

6 Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Leaders of service transformation individual, organisational and across systems		**H1.3.3 Manage multi-agency collaborative working**
	Understanding the business process and how to put together a business case for service need.	**5.2.6 Evaluate the quality of healthcare services** **H1.1.3 Develop a strategic business plan for the organisation** **H1.5.3 Manage business process** **H1.5.5 Improve organisational performance**
	Developing the ability to process map and redesign services along care pathways.	**B3.2.3 Develop and optimise methods and techniques for delivery of healthcare services** **H1.3.4 Plan the workforce**
	Displaying influencing skills and ability to implement change.	**1.2 Communicate effectively** **H1.2.4 Implement change**
	Modelling leadership behaviours, courage, integrity and excellent communication.	**1.2 Communicate effectively** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals**

Transforming Community Services
End of Life care

6 Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Leaders of service transformation individual, organisational and across systems		**H1.1.5 Provide leadership**
	Displaying expert leadership skills ensuring that the attributes become embedded within work practice and used as part of the annual appraisal cycle in conjunction with the leadership, quality framework (LQF).	**2.2.1 Support the development of the knowledge and practice of individuals** **6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals** **H1.1.5 Provide leadership**
	Ability to lead the team to deliver high quality end of life care. This may involve enabling discussions about death and dying and providing emotional support for team members.	**1.3 Communicate effectively** **2.2.1 Support the development of the knowledge and practice of individuals** **F2.2 Assist in the delivery of learning and development for others** **H1.1.5 Provide leadership**
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement	Using new techniques and methodologies to embrace continuous improvement – measuring quality in terms of patient safety, evidence and effectiveness and through people's experiences of the services that you offer.	**2.1.1 Develop your own practice** **2.1.2 Reflect on your own practice**

6

Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
Champions of clinical quality using new techniques and methodologies to embrace continuous improvement		**4.6 Promote service improvement** **5.2.1 Ensure your organisation delivers quality services** **5.2.6 Evaluate the quality of health care services**
	Working with all partners, including the residential and nursing home sector, to ensure high standards for quality – safety, evidence, communication and symptom control are in place across the local community.	**5.27 Promote and manage continuous quality improvement** **H1.3.3 Manage multi-agency collaborative working**
	Implementing quality improvement processes such as Plan, Do, Study, Act (PDSA) cycle.	**5.2.5 Establish quality policy and quality assurance systems for the delivery of a service or function** **5.2.6 Promote and manage continuous quality improvement** **H1.2.3 Plan change** **H1.2.4 Implement change**
	Focusing on essential quality indicators, measuring and monitoring achievements.	**5.2.5 Establish quality policy and quality assurance systems for the delivery of a service or function**

6	Transformational Attribute	Ways to demonstrate this attribute:	Mapped HFM* Reference Function, under which sit a range of appropriate competences
			5.27 Promote and manage continuous quality improvement
		Displaying expert clinical skills, values and authority to champion quality in end of life care locally.	5.2.1 Ensure your organisation delivers quality services 6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals H1.1.5 Provide leadership
		Valuing diversity and ensuring end of life care meets people's cultural and religious values.	6.1 Ensure your own actions support equality of opportunity and diversity 6.2 Promote equality of opportunity and diversity 6.3 Develop a culture that promotes equality of opportunity and diversity, and protects individuals
		Seeking and using patient and family feedback to improve services.	5.2.1 Ensure your organisation delivers quality services H1.5.4 Monitor and address customer service problems

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