

Transforming Community Services: Ambition, Action, Achievement

Transformational Attributes - A Skills for Health Implementation Guide



better **skills** ■ better **jobs** ■ better **health**

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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 |
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Transforming Community Services: Ambition, Action, Achievement

Transformational Attributes - A Skills for Health Implementation Guide

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 in their TCS guides:

- 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 how 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 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.

How does this guide help?

This guide is a framework that brings together the six transformational attributes, functions and National Occupational Standards (NOS) which are otherwise known as competences.

Functions and NOS are useful because they describe what needs to happen, not who needs to do it. That gives you scope to think flexibly about how roles, responsibilities and tasks are allocated and managed.

Functions

Functions are activities or tasks that are done at work. Identifying the required functions for the workforce enables them to then be used flexibly in a number of ways, for example as a tool for commissioning services by defining the required workforce quality specification of newly commissioned services. They also provide a framework for identifying which NOS are most relevant for your service.

National Occupational Standards (NOS)

NOS are quality assured descriptions of what best practice looks like when those functions are performed, including an outline of the knowledge needed to perform them competently. Organisationally, they can be used to design or redesign individual roles, team and services, assist with workforce planning, identify skills gaps, recruit and develop staff. Individuals can use NOS to measure their own performance, identify professional development needs and to help career progression.

We have a database of NOS held on the Skills for Health website, organised in terms of the functions that need to be carried out within health services. Each function can have several NOS connected with it for different settings and circumstances.

How do I use the guide?

To give you a head start making the attributes a part of everyday working practice, we have mapped them against the functions of our database. This won't tell you which NOS are best for you, but it will get you started.

There is a table 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.

To access the database, visit our website and view the Health Functional Map (HFM) at www.skillsforhealth.org.uk/HFM. Once you have accessed the Health Functional Map (HFM) you can search and find relevant NOS.

If you need any advice about our resources or what we are doing to support Transforming Community Services, please 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 |
|---|---|--|--|
| | <p>Health promoting practitioners focusing on health, wellbeing and addressing health inequalities</p> | <p>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.</p> | <p>2.3 Develop practices which promote choice, wellbeing and protection of all individuals</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> <p>C2.1.1 Provide information to individuals, groups and communities about promoting health and wellbeing</p> <p>H4.3 Provide information and advice to individuals/carers on maximising health care needs</p> <p>H4.6 Enable individuals to manage their defined health needs</p> |
| | <p>Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home</p> | <p>Demonstrating competence in using a range of methods to target and communicate with people to address lifestyle factors affecting health.</p> | <p>1.2 Communicate effectively</p> <p>C2.1.2 Encourage behavioural change in people and agencies to promote health and wellbeing</p> |

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| | <p>Developing skills and extending roles to enable professionals to act proactively and make best use of all teachable moments.</p> | <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>H2.1 Develop your knowledge and practice</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> <p>H3.6 Support the learning and development of others</p> <p>H4.6 Enable individuals to manage their defined health needs</p> |
| | <p>Maximising potential of technology in promoting health and wellbeing.</p> | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.4.5 Promote the use of technology within the organisation</p> |
| <p>Professional partners in an expert to expert relationship with patients and in building teams across organisations</p> | <p>Forging purposeful links with other partners i.e. health trainers, health and wellbeing partnership.</p> | <p>G1.3.3 Develop productive working relationships with contacts and stakeholders</p> <p>G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies</p> |
| | <p>Engaging services users in promoting health and wellbeing.</p> | <p>G1.3.3 Develop productive working relationships with contacts and stakeholders</p> <p>H4.3 Provide information and advice to individuals/carers on maximising health care needs</p> |



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 |
|---|--|--|--|
| | Professional partners in an expert to expert relationship with patients and in building teams across organisations | Being able to have, 'difficult' conversations with people about health and wellbeing to prevent disease or illness progression. | <p>1.2 Communicate effectively</p> <p>C2.3.3 Enable people to address issues related to health and wellbeing</p> |
| | 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. | <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |
| | | Recognising, embracing and supporting the creative enterprises of team members and those of local partners to deliver health and wellbeing interventions. | <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> |

* HFM - Health Functional Map

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| | | G1.3.1 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). | G1.1.2 Map the environment in which your organisation operates G1.3.1 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. | C1.2.1 Advise how health improvement can be promoted in policy development G1.1.6 Provide leadership within an area of responsibility |
| | 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. | G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies G1.6.4 Develop care pathways for patient management |
| | 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. | G1.1.3 Develop a strategic business plan for the organisation G1.5.3 Manage business processes G1.5.12 Improve organisational performance G1.7.3 Monitor and evaluate the quality, outcomes and cost-effectiveness of health care services |
| | Exploring business opportunities including expanding social enterprises and other innovative approaches to promoting good health. | G1.1.2 Map the environment in which your organisation operates |



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 |
|---|---|--|---|
| | Leaders of service transformation individual, organisational and across systems | 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. | <p>1.2 Communicate effectively</p> <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies</p> <p>H3.6 Support the learning and development of others</p> |
| | | Monitoring health and wellbeing activities and measurement of change. | G1.3.8 Allocate and monitor the progress and quality of work within your area of responsibility |
| | | Displaying influencing skills and ability to implement change. | <p>1.2 Communicate effectively</p> <p>G1.2.6 Implement change</p> |

* HFM - Health Functional Map

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| | <p>Modelling leadership behaviours, courage, integrity and excellent communication.</p> | <p>1.2 Communicate effectively</p> <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |
| | <p>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).</p> | <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>G1.3.1 Contribute to the effectiveness of teams</p> <p>H3.5 Provide learning opportunities for colleagues</p> <p>2.4 Promote a culture that values and respect the diversity of individuals.</p> |



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 |
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| | 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. | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.7.1 Develop a culture that improves quality</p> <p>G1.7.3 Monitor and evaluate the quality, outcomes and cost-effectiveness of health care services</p> <p>H2.2 Reflect on and evaluate your own values, priorities, interests and effectiveness</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> |
| | | Driving up standards by seeking feedback from individual people, families and communities and acting on this to improve service satisfaction. | <p>G1.5.6 Develop a patient focused organisation</p> <p>G1.5.11 Manage the achievement of customer satisfaction</p> |

* HFM - Health Functional Map

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| | <p>Implementing quality improvement processes such as Plan, Do, Study, Act (PDSA) cycle and quality indicators.</p> | <p>G1.2.5 Plan change</p> <p>G1.2.6 Implement change</p> <p>G1.7.2 Establish quality policy and quality assurance systems</p> <p>G1.7.4 Manage continuous quality improvement</p> |
| | <p>Displaying expert clinical skills, values and authority to champion the quality of community based services locally.</p> | <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.7.1 Develop a culture that improves quality</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |

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. | 2.3 Develop practices which promote choice, wellbeing and protection of all individuals H4.3 Provide information and advice to individuals/carers on maximising health care needs H4.6 Enable individuals to manage their defined health needs 2.4 Promote a culture that values and respects the diversity of individuals |
| | 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. | A2.8.3 Determine an individual's state of physical health and fitness B2.9.3 Support individuals to access and use services and facilities |

* HFM - Health Functional Map

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| | | C2.2.2 Work in partnership with communities to assess health and wellbeing and related 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. | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.6.3 Develop and optimise methods and techniques for delivery of healthcare services</p> |
| | Using new technologies to enable children with disability to maximise their potential. | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> |
| | Developing and applying advanced skills and extending roles to enable children with complex care needs to be able to live at home. | <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>H2.1 Develop your knowledge and practice</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> <p>H3.6 Support the learning and development of others</p> <p>H4.6 Enable individuals to manage their defined health needs</p> |



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 | Listening to and valuing the views of children and young people and supporting decision making appropriate to their age. | 1.8 Relate to, and interact with, individuals B1.1.2 Enable individuals to make health choices and decisions regarding their own health or the health of others 2.5 Ensure your own actions support the equality, diversity, rights and responsibilities of individuals |
| | Ensuring that care planning fully includes children and families and is child-centred. | B1.1.3 Prepare individualised treatment plans for individuals B2.7.3 Implement care plans/programmes 2.5 Ensure your own actions support the equality, diversity, rights and responsibilities of individuals |

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| | <p>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.</p> | <p>A2.1.3 Plan inter-disciplinary assessment and investigation into an individual's health status</p> <p>B1.1.2 Enable individuals to make health choices and decisions regarding their own health or the health of others</p> <p>G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies</p> |
| | <p>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.</p> | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.3.3 Develop productive working relationships with contacts and stakeholders</p> <p>G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies</p> <p>G1.6.4 Develop care pathways for patient management</p> |



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 |
|---|--|---|
| <p>Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches</p> | <p>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).</p> | <p>G1.1.2 Map the environment in which your organisation operates</p> <p>G1.3.1 Contribute to the effectiveness of teams</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |
| <p>Leaders of service transformation individual, organisational and across systems</p> | <p>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.</p> | <p>G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies</p> <p>G1.6.4 Develop care pathways for patient management</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> |

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| | <p>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.</p> | <p>G1.1.3 Develop a strategic business plan for the organisation</p> <p>G1.5.3 Manage business processes</p> <p>G1.5.12 Improve organisational performance</p> <p>G1.7.3 Monitor and evaluate the quality, outcomes and cost-effectiveness of health care services</p> |
| | <p>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.</p> | <p>1.2 Communicate effectively</p> <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.3.1 Contribute to the effectiveness of teams</p> <p>H3.6 Support the learning and development of others</p> |
| | <p>Displaying influencing skills and ability to implement change.</p> | <p>1.2 Communicate effectively</p> <p>G1.2.6 Implement change</p> |



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 |
|---|---|---|
| <p>Leaders of service transformation individual, organisational and across systems</p> | <p>Modelling leadership behaviours such as solution focused, strength based with courage, integrity and excellent communication.</p> | <p>1.2 Communicate effectively</p> <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |
| <p>Champions of clinical quality using new techniques and methodologies to embrace continuous improvement</p> | <p>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.</p> | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.5.6 Develop a patient focused organisation</p> |

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| | | G1.7.1 Develop a culture that improves quality G1.7.4 Manage continuous quality improvement |
| | 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. | 2.4 Promote a culture that values and respects the diversity of individuals G1.1.6 Provide leadership within an area of responsibility G1.7.1 Develop a culture that improves quality |

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. | 2.3 Develop practices which promote choice, wellbeing and protection of all individuals 2.4 Promote a culture that values and respects the diversity of individuals H4.3 Provide information and advice to individuals/carers on maximising health care needs H4.6 Enable individuals to manage their defined health needs |
| | 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. | G1.4.1 Evaluate, prioritise and review demands for services F1.1.4 Analyse data and information and present outputs of analysis |

* HFM - Health Functional Map

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| | <p>Holistically assess each individual, ensuring that, through treatment regimes with coping strategies, or advice/support they are able to remain within their own home.</p> | <p>A2.1.2 Plan assessment and investigation into an individual's health status</p> <p>A2.2.1 Obtain information from individuals to support assessment of their health status and needs</p> <p>A2.8.3 Determine an individual's state of physical health and fitness</p> <p>A2.8.6 Assess the need for and provision of environmental and social support</p> <p>B2.9.5 Support individuals in their daily living</p> <p>H4.3 Provide information and advice to individuals/carers on maximising health care needs</p> |
| <p>Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home</p> | <p>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 (xray) and digital photography uploads sent to seek specialist opinion.</p> | <p>1.7 Interact with individuals using telecommunications</p> <p>A2.6.7 Capture visual images for transmission to another location</p> <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.4.5 Promote the use of technology within the organisation</p> |



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 |
|---|--|---|
| <p>Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home</p> | <p>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.</p> | <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>H2.1 Develop your knowledge and practice</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> <p>H3.6 Support the learning and development of others</p> <p>H4.6 Enable individuals to manage their defined health needs</p> |
| <p>Professional partners in an expert to expert relationship with patients and in building teams across organisations</p> | <p>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.</p> | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies</p> |

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| | | G1.3.3 Develop productive working relationships with contacts and stakeholders |
| | Include patients, families and carers as essential and knowledgeable members of the care team to promote confidence that care can be managed outside hospitals. | B1.1.2 Enable individuals to make health choices and decisions regarding their own health or the health of others B2.10.1 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). | G1.1.2 Map the environment in which your organisation operates G1.3.1 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. | G1.1.5 Provide leadership for your team G1.1.6 Provide leadership within an area of responsibility G1.1.7 Provide leadership for an organisation 2.4 Promote a culture that values and respects the diversity of individuals |
| 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. | G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies G1.6.4 Develop care pathways for patient management |



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 | 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. | G1.1.3 Develop a strategic business plan for the organisation G1.5.3 Manage business processes G1.5.12 Improve organisational performance G1.7.3 Monitor and evaluate the quality, outcomes and cost-effectiveness of health care services |
| | 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 G1.1.5 Provide leadership for your team G1.3.1 Contribute to the effectiveness of teams H3.6 Support the learning and development of others |
| | Developing the ability to process map and redesign services along care pathways. | G1.6.3 Develop and optimise methods and techniques for delivery of healthcare services G1.3.5 plan the workforce |

* HFM - Health Functional Map

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| | <p>Displaying influencing skills and ability to implement change.</p> | <p>1.2 Communicate effectively</p> <p>G1.2.6 Implement change</p> |
| | <p>Modelling leadership behaviours, courage, integrity and excellent communication.</p> | <p>1.2 Communicate effectively</p> <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |
| <p>Champions of clinical quality using new techniques and methodologies to embrace continuous improvement</p> | <p>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.</p> | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.7.1 Develop a culture that improves quality</p> <p>G1.7.3 Monitor and evaluate the quality, outcomes and cost-effectiveness of health care services</p> <p>H2.2 Reflect on and evaluate your own values, priorities, interests and effectiveness</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> |



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 | Driving up standards by seeking and using patient, carer and family feedback to improve service satisfaction. | G1.5.6 Develop a patient focused organisation G1.5.11 Manage the achievement of customer satisfaction |
| | Implementing quality improvement processes such as Plan, Do, Study, Act (PDSA) cycle and quality indicators. | G1.2.5 Plan change G1.2.6 Implement change G1.7.2 Establish quality policy and quality assurance systems G1.7.4 Manage continuous quality improvement |
| | 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). | G1.1.5 Provide leadership for your team G1.1.6 Provide leadership within an area of responsibility G1.1.7 Provide leadership for an organisation G1.3.1 Contribute to the effectiveness of teams |

* HFM - Health Functional Map

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| | | <p>H3.5 Provide learning opportunities for colleagues</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |
| | <p>Displaying expert clinical skills, values and authority to champion the quality of community based services locally.</p> | <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.7.1 Develop a culture that improves quality</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |

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. | <p>2.3 Develop practices which promote choice, wellbeing and protection of all individuals</p> <p>H4.6 Enable individuals to manage their defined health needs</p> |
| | | Working within a philosophy that promoting and maximising health and wellbeing is part of the role of every healthcare professional. | <p>2.3 Develop practices which promote choice, well-being and protection of all individuals</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> <p>H4.3 Provide information and advice to individuals/carers on maximising health care needs</p> <p>H4.6 Enable individuals to manage their defined health needs</p> |

* HFM - Health Functional Map

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| | Using expert patient programmes to enable people to manage their condition and maximise wellbeing and independence. | <p>C2.1.1 Provide information to individuals, groups and communities about promoting health and wellbeing</p> <p>H4.3 Provide information and advice to individuals/carers on maximising health care needs</p> |
| Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home | Maximising the full potential of technology in rehabilitation. | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.4.5 Promote the use of technology within the organisation</p> |
| | 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). | <p>H2.3 Synthesise new knowledge into the development of your practice</p> <p>H3.6 Support the learning and development of others</p> |
| 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. | <p>G1.3.3 Develop productive working relationships with contacts and stakeholders</p> <p>G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies</p> <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> |



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 | Working with employers and employment organisations to enable people to return to work or have access to alternative work opportunities. | G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies |
| | Working with the voluntary sector in local communities to look at alternatives to care such as volunteer recruitment, family support. | F2.1.13 Contribute to networks to exchange information G1.3.3 Develop productive working relationships with contacts and stakeholders |
| | Adopting person centred approaches to care planning such as supporting people with individual health budgets. | B1.1.2 Enable individuals to make health choices and decisions regarding their own health or the health of others H4.2 Develop relationships with individuals which support them in addressing their 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. | G1.1.5 Provide leadership for your team G1.1.6 Provide leadership within an area of responsibility G1.1.7 Provide leadership for an organisation |

* HFM - Health Functional Map

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| | | 2.4 Promote a culture that values and respects the diversity of individuals |
| | 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). | G1.1.2 Map the environment in which your organisation operates G1.3.1 Contribute to the effectiveness of teams |
| | Developing positive risk opportunities when delivering rehabilitation. | G1.1.9 Manage risk |
| 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. | G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies G1.6.4 Develop care pathways for patient management |
| | 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. | G1.1.3 Develop a strategic business plan for the organisation G1.5.3 Manage business processes G1.5.12 Improve organisational performance G1.7.3 Monitor and evaluate the quality, outcomes and cost-effectiveness of health care services |
| | 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 G1.1.5 Provide leadership for your team G1.3.1 Contribute to the effectiveness of teams H3.6 Support the learning and development of others |



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 G1.2.6 Implement change |
| | Modelling leadership behaviours, courage, integrity and excellent communication. | 1.2 Communicate effectively G1.1.5 Provide leadership for your team G1.1.6 Provide leadership within an area of responsibility G1.1.7 Provide leadership for an organisation 2.4 Promote a culture that values and respects the diversity of individuals |
| | 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). | G1.1.5 Provide leadership for your team G1.1.6 Provide leadership within an area of responsibility |

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| | | <p>G1.1.7 Provide leadership for an organisation</p> <p>G1.3.1 Contribute to the effectiveness of teams</p> <p>H3.5 Provide learning opportunities for colleagues</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |
| <p>Champions of clinical quality using new techniques and methodologies to embrace continuous improvement</p> | <p>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.</p> | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.7.1 Develop a culture that improves quality</p> <p>G1.7.3 Monitor and evaluate the quality, outcomes and cost-effectiveness of health care services</p> <p>H2.2 Reflect on and evaluate your own values, priorities, interests and effectiveness</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> |
| | <p>Driving up standards by seeking and using patient, carer and family feedback to improve service satisfaction.</p> | <p>G1.5.6 Develop a patient focused organisation</p> <p>G1.5.11 Manage the achievement of customer satisfaction</p> |



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 |
|---|--|---|
| <p>Champions of clinical quality using new techniques and methodologies to embrace continuous improvement</p> | <p>Implementing quality improvement processes such as Plan, Do, Study, Act (PDSA) cycle and quality indicators.</p> | <p>G1.2.5 Plan change</p> <p>G1.2.6 Implement change</p> <p>G1.7.2 Establish quality policy and quality assurance systems</p> <p>G1.7.4 Manage continuous quality improvement</p> |
| | <p>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).</p> | <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>G1.3.1 Contribute to the effectiveness of teams</p> <p>H3.5 Provide learning opportunities for colleagues</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |

* HFM - Health Functional Map

Displaying expert clinical skills, values and authority to champion the quality of community based services locally.

G1.1.6 Provide leadership within an area of responsibility

G1.7.1 Develop a culture that improves quality

2.4 Promote a culture that values and respects the diversity of individuals

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. | 2.3 Develop practices which promote choice, wellbeing and protection of all individuals 2.4 Promote a culture that values and respects the diversity of individuals H4.3 Provide information and advice to individuals/carers on maximising health care needs H4.6 Enable individuals to manage their defined health needs |
| | Using risk stratification tools, such as the combined predictive model (PARR+) to identify people with long term conditions who will benefit from case management. | A2.11.1 Identify individuals at risk of developing health needs |
| | Using expert patient programmes to enable people to manage their condition and maximise wellbeing and independence. | C2.1.1 Provide information to individuals, groups and communities about promoting health and wellbeing |

* HFM - Health Functional Map

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| | | H4.3 Provide information and advice to individuals/carers on maximising health care needs |
| 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. | <p>1.7 Interact with individuals using telecommunications</p> <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.4.5 Promote the use of technology within the organisation</p> |
| | Developing skills and extending roles to enable patients with exacerbations of their illness to be managed at home and in other community settings. | <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>H2.1 Develop your knowledge and practice</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> <p>H3.6 Support the learning and development of others</p> <p>H4.6 Enable individuals to manage their defined health needs</p> |
| 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. | <p>G1.3.3 Develop productive working relationships with contacts and stakeholders</p> <p>G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies</p> <p>G1.2.1 Encourage innovation in your team</p> |



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 | 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. | G1.2.2 Encourage innovation in your area of responsibility G1.2.3 Encourage innovation in your organisation |
| | Adopting person centred approaches to care planning and supporting those with individual health budgets. | B1.1.2 Enable individuals to make health choices and decisions regarding their own health or the health of others H4.2 Develop relationships with individuals which support them in addressing their health needs |
| | Working with third sector partners to provide advice and support. | F2.1.10 Provide expert advice F2.1.13 Contribute to networks to exchange information |

* HFM - Health Functional Map

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| <p>Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches</p> | <p>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.</p> | <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> |
| | | <p>G1.1.7 Provide leadership for an organisation</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |
| | <p>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).</p> | <p>G1.1.2 Map the environment in which your organisation operates</p> <p>G1.3.1 Contribute to the effectiveness of teams</p> |
| <p>Leaders of service transformation individual, organisational and across systems</p> | <p>Working with commissioners, managers and others to redesign care pathways which will address all the elements of long term condition management.</p> | <p>G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies</p> <p>G1.6.4 Develop care pathways for patient management</p> |
| | <p>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.</p> | <p>G1.1.3 Develop a strategic business plan for the organisation</p> <p>G1.5.3 Manage business processes</p> <p>G1.5.12 Improve organisational performance</p> <p>G1.7.3 Monitor and evaluate the quality, outcomes and cost-effectiveness of health care services</p> |



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 | 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 G1.1.5 Provide leadership for your team H3.6 Support the learning and development of others G1.3.1 Contribute to the effectiveness of teams |
| | Displaying influencing skills and ability to implement change. | 1.2 Communicate effectively G1.2.6 Implement change |
| | Modelling leadership behaviours, courage, integrity and excellent communication. | 1.2 Communicate effectively G1.1.5 Provide leadership for your team G1.1.6 Provide leadership within an area of responsibility G1.1.7 Provide leadership for an organisation |

* HFM - Health Functional Map

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| | | 2.4 Promote a culture that values and respects the diversity of individuals |
| 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. | <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>G1.3.1 Contribute to the effectiveness of teams</p> <p>H3.5 Provide learning opportunities for colleagues</p> <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.7.1 Develop a culture that improves quality</p> <p>G1.7.3 Monitor and evaluate the quality, outcomes and cost-effectiveness of health care services</p> <p>H2.2 Reflect on and evaluate your own values, priorities, interests and effectiveness</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> |



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 | Driving up standards by seeking and using patient, carer and family feedback to improve service satisfaction. | G1.5.6 Develop a patient focused organisation G1.5.11 Manage the achievement of customer satisfaction |
| | Implementing quality improvement processes such as Plan, Do, Study, Act (PDSA) cycle and quality indicators. | G1.2.5 Plan change G1.2.6 Implement change G1.7.2 Establish quality policy and quality assurance systems G1.7.4 Manage continuous quality improvement |
| | Displaying expert clinical skills, values and authority to champion the quality of community based services locally. | G1.1.6 Provide leadership within an area of responsibility G1.7.1 Develop a culture that improves quality 2.4 Promote a culture that values and respects the diversity of individuals |

* HFM - Health Functional Map

Please turn over

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. | 2.3 Develop practices which promote choice, wellbeing and protection of all individuals 2.4 Promote a culture that values and respects the diversity of individuals H4.3 Provide information and advice to individuals/carers on maximising health care needs H4.6 Enable individuals to manage their defined health needs |
| | Normalising death and dying. | B2.9.14 Support individuals through the process of dying B2.9.15 Support individuals through bereavement |

* HFM - Health Functional Map

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| | <p>Supporting families and carers with their own health and supporting the emotional health of carers during and after the death of a loved one.</p> | <p>B2.9.2 Support individuals who are distressed</p> <p>B2.9.3 Support individuals to access and use services and facilities</p> <p>B2.9.5 Support individuals in their daily living</p> <p>B2.9.10 Support individuals to prepare for, adapt to and manage change</p> <p>B2.9.14 Support individuals through the process of dying</p> <p>B2.9.15 Support individuals through bereavement</p> <p>B2.10.1 Work in collaboration with carers in the caring role</p> |
| <p>Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home</p> | <p>Introducing new ways of working, organising care around the needs of patients, families and carers.</p> <p>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.</p> | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.5.6 Develop a patient focused organisation</p> <p>1.1 Develop methods of communicating effectively</p> <p>1.3 Communicate significant news to individuals</p> <p>1.8 Relate to, and interact with, individuals</p> |



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 |
|---|---|---|
| <p>Clinical innovators and expert practitioners enabling increasingly complex care to be provided at home</p> | <p>Developing competencies in advance care planning to support patients and family discussion in preferred priorities for care.</p> | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> |
| | <p>Developing skills and extending roles to enable patients' symptoms and pain to be effectively managed in the community.</p> | <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>H2.1 Develop your knowledge and practice</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> <p>H3.6 Support the learning and development of others</p> <p>H4.6 Enable individuals to manage their defined health needs</p> |

* HFM - Health Functional Map

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| 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. | G1.3.3 Develop productive working relationships with contacts and stakeholders G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies |
| | Forging purposeful links with other agencies including voluntary sector organisations and charities who support patients living with a life limiting illness. | G1.3.4 Develop and sustain effective working relationships with colleagues in other agencies |
| | Including patients, families and carers as essential and knowledgeable members of the care team. | B1.1.2 Enable individuals to make health choices and decisions regarding their own health or the health of others B2.10.1 Work in collaboration with carers in the caring role |
| | Being able to feel comfortable when discussing death and dying with patients/carers. | 1.3 Communicate significant news to individuals |
| Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches | Developing new care delivery models, based on multidisciplinary, self directed teams. | G1.6.4 Develop care pathways for patient management |
| | Exploring concepts such as social enterprise, integrated care organisations and personalised budget setting. | G1.1.2 Map the environment in which your organisation operates G1.3.1 Contribute to the effectiveness of teams |



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 |
|---|---|---|
| <p>Entrepreneurial practitioners exploring business opportunities including expanding social enterprise and other innovative approaches</p> | <p>Having skills, taking responsibility and being accountable for resources and for the delivery of agreed outcomes.</p> | <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>G1.3.8 Allocate and monitor the progress and quality of work within your area of responsibility</p> <p>G1.4.3 Manage finance for your area of responsibility</p> |
| <p>Leaders of service transformation individual, organisational and across systems</p> | <p>Proactive service planning in alignment with policy documents such as the national end of life care strategy and SHA end of life care plans.</p> | <p>G1.1.1 Develop and implement operational plans for an area of responsibility</p> <p>G1.3.5 Plan the workforce</p> |
| | <p>Working with commissioners, managers and others to redesign care pathways and services which address all elements of the care closer to home initiative.</p> | <p>G1.3.4 Develop and sustain effective working relationship with colleagues in other agencies</p> <p>G1.6.4 Develop care pathways for patient management</p> |

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| | <p>Understanding the business process and how to put together a business case for service need.</p> | <p>G1.1.3 Develop a strategic business plan for the organisation</p> <p>G1.5.3 Manage business processes</p> |
| | <p>Developing the ability to process map and redesign services along care pathways.</p> | <p>G1.6.3 Develop and optimise methods and techniques for delivery of healthcare services</p> <p>G1.3.5 Plan the workforce</p> |
| | <p>Displaying influencing skills and ability to implement change.</p> | <p>1.2 Communicate effectively</p> <p>G1.2.6 Implement change</p> |
| | <p>Modelling leadership behaviours, courage, integrity and excellent communication.</p> | <p>1.2 Communicate effectively</p> <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |



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 |
|--|--|---|
| <p>Leaders of service transformation individual, organisational and across systems</p> | <p>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).</p> | <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.1.7 Provide leadership for an organisation</p> <p>G1.3.1 Contribute to the effectiveness of teams</p> <p>H3.5 Provide learning opportunities for colleagues</p> <p>2.4 Promote a culture that values and respects the diversity of individuals</p> |
| | <p>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.</p> | <p>1.2 Communication effectively</p> <p>G1.1.5 Provide leadership for your team</p> <p>G1.1.6 Provide leadership within an area of responsibility</p> <p>G1.3.1 Contribute to the effectiveness of teams</p> |

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| 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. | <p>G1.2.1 Encourage innovation in your team</p> <p>G1.2.2 Encourage innovation in your area of responsibility</p> <p>G1.2.3 Encourage innovation in your organisation</p> <p>G1.7.1 Develop a culture that improves quality</p> <p>G1.7.3 Monitor and evaluate the quality, outcomes and cost-effectiveness of health care services</p> <p>H2.2 Reflect on and evaluate your own values, priorities, interests and effectiveness</p> <p>H2.3 Synthesise new knowledge into the development of your practice</p> |
| | 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. | <p>G1.3.3 Develop productive working relationships with contacts and stakeholders</p> <p>G1.7.4 Manage continuous quality improvement</p> |
| | Implementing quality improvement processes such as Plan, Do, Study, Act (PDSA) cycle. | <p>G1.2.5 Plan change</p> <p>G1.2.6 Implement change</p> |
| | Focusing on essential quality indicators, measuring and monitoring achievements. | <p>G1.7.2 Establish quality policy and quality assurance systems</p> <p>G1.7.4 Manage continuous quality improvement</p> |



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 |
|--|--|---|
| Champions of clinical quality using new techniques and methodologies to embrace continuous improvement | Displaying expert clinical skills, values and authority to champion quality in end of life care locally. | G1.1.6 Provide leadership within an area of responsibility G1.7.1 Develop a culture that improves quality 2.4 Promote a culture that values and respects the diversity of individuals |
| | Valuing diversity and ensuring end of life care meets people's cultural and religious values. | 2.2 Promote equality of opportunity and diversity in your organisation 2.3 Develop practices which promote choice, wellbeing and protection of all individuals 2.5 Ensure your own actions support the equality, diversity, rights and responsibilities of individual |
| | Seeking and using patient and family feedback to improve services. | G1.5.6 Develop a patient focused organisation G1.5.11 Manage the achievement of customer satisfaction |

* HFM - Health Functional Map



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