SCDLMCB2
Lead and manage service provision that promotes the well being of individuals

Overview

This standard identifies the requirements associated with leading and managing practice that supports the health and well being of individuals and the achievement of positive outcomes.

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Performance criteria

Lead and manage service provision that involves individuals in decisions about the outcomes they wish to achieve

You must be able to:

P1 implement systems, procedures and practice that support **person centred** approaches that contribute to the identification and achievement of positive outcomes for **individuals**

P2 lead practice that supports individuals to make decisions and take control over their lives

P3 lead practice that ensures the **active participation**, independence and responsibility of individuals

P4 lead practice that recognises and respects individuals' **background** and preferences

P5 ensure that workers have access to **development opportunities** that support them to develop the knowledge, understanding and skills needed to work with individuals to identify and achieve positive outcomes

P6 ensure that workers work with individuals to establish their history, preferences, wishes and needs

P7 develop a culture that empowers individuals to make decisions about the positive outcomes they wish to achieve

P8 ensure that individuals are encouraged and supported to identify how they wish to achieve positive outcomes

P9 ensure workers use risk management plans to support individuals to achieve positive outcomes

P10 support workers to identify the resources required for individuals to achieve positive outcomes

P11 manage resources so that individuals are supported to achieve positive outcomes

P12 monitor the practice of workers to ensure that individuals are involved in choices about positive outcomes for themselves and decisions about all aspects of their lives

P13 ensure that individuals receive advice, guidance and support from workers and **others** to assist them to achieve positive outcomes

P14 ensure workers implement plans to achieve positive outcomes

P15 ensure workers monitor the achievement of positive outcomes

P16 employ strategies to manage conflict of interest, differences of opinion and dilemmas that may arise between individuals, workers, **key people** and others

P17 lead work with individuals, key people, workers and others to evaluate the achievement of positive outcomes

	P18	ensure that the contribution of individuals, key people and workers to the achievement of positive outcomes is recognised and celebrated
	P19	ensure that accurate records and reports are kept on the identification and achievement of positive outcomes for individuals
	P20	**critically analyse** the use of outcome based practice on the achievement of positive outcomes for individuals
	P21	interpret the analysis of outcome based practice to report on areas of good practice and areas to be improved
	P22	identify changes required to meet areas that need to be improved
	P23	identify the resources required to implement recommended changes

Lead and manage practice that promotes individuals' social, emotional, mental, cultural, spiritual and intellectual well being

You must be able to:	P24	implement systems, procedures and practice that support the **well being** of individuals in the context of personal, legislative, regulatory and organisational requirements
	P25	develop a culture where workers consider all aspects of the well being of individuals in their day to day practice
	P26	provide workers with development opportunities to support them to develop the knowledge, understanding and skills needed to promote individuals' well being
	P27	monitor the practice of workers to ensure that they are taking account of all aspects of the well being of individuals in their day to day work
	P28	manage practice that supports individuals to develop **positive, secure and healthy attachments and relationships**
	P29	provide workers with additional support to address complex needs and situations when supporting the well being of individuals
	P30	ensure workers use risk management plans to promote the well being of individuals
	P31	critically analyse the extent to which systems, procedures and practice support the well being of individuals
	P32	interpret the analysis of systems, procedures and practice to report on areas of good practice and areas for improvement
	P33	identify the changes required to meet areas that need to be improved
	P34	identify the resources required to implement recommended changes

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Manage practice that supports the achievement of positive outcomes for individuals' health

P35   implement systems, procedures and practice that support positive outcomes for individuals' health in the context of personal, legislative, regulatory and organisational requirements

P36   ensure that individuals are supported to make choices about their **health needs**

P37   implement agreed practice and protocols for involving other health professionals to meet the health needs of individuals

P38   ensure that there are agreed protocols where **health related tasks** are delegated from other health professionals to workers

P39   ensure that workers are trained and competent to carry out any health related tasks

P40   ensure that workers only carry out health related tasks that are based on assessed needs and agreed by a multi-disciplinary team

P41   support workers to observe individuals to identify signs and symptoms of any changes to health needs

P42   lead work with individuals and others to address changes to health needs

P43   seek additional support from appropriate professionals when an individuals' health needs are outside the competence of the service provision and its workers

P44   ensure that accurate and up to date records and reports of individuals' health needs, their medication and health interventions are maintained and monitored

P45   **critically evaluate** the use of systems, procedures and practice in supporting the health needs of individuals

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Knowledge and understanding

Rights

K1   legal and work setting requirements on equality, diversity, discrimination and rights

K2   your role in developing and maintaining systems, procedures and practices which promote individuals' rights, choices, wellbeing and active participation

K3   your duty to report any acts or omissions that could infringe the rights of individuals

K4   how to **critically evaluate** and take informed action against discrimination

K5   the rights that individuals have to make complaints and be supported to do so

K6   how to ensure that individuals are informed about the service they can expect to receive

K7   your role in developing and maintaining systems, procedures and practices which ensure that individuals have access to information about themselves in a format they can understand

K8   conflicts and dilemmas that may arise in relation to rights and how to address them

Your practice

K9   legislation, statutory codes, standards, frameworks and guidance relevant to your work, your work setting and the content of this standard

K10   your own background, experiences and beliefs that may have an impact on your practice

K11   your own roles, responsibilities and accountabilities with their limits and boundaries

K12   the roles, responsibilities and accountabilities of others with whom you work

K13   how to access and work to procedures and agreed ways of working

K14   the meaning of person-centred/child centred working and the importance of knowing and respecting each person as an individual

K15   the prime importance of the interests and well-being of the individual

K16   the individual's cultural and language context

K17   how to build trust and rapport in a relationship

K18   how your **power and influence** as a leader and manager can

	impact on relationships
K19	the role of independent representation and advocacy for individuals
K20	how to work in ways that promote active participation and maintain individuals' dignity, respect, personal beliefs and preferences
K21	how to work in ways that achieve positive outcomes for individuals
K22	how to manage resources to deliver services that meet targets and achieve positive outcomes for individuals
K23	how to distinguish between **outputs** and **outcomes**
K24	how to work in partnership with individuals, key people and others
K25	how to identify and manage ethical conflicts and dilemmas in your work
K26	how to challenge and address poor practice
K27	how to address concerns and complaints
K28	how and when to seek support in situations beyond your experience and expertise
K29	the nature and impact of **factors that may affect the health, wellbeing and development of individuals** you care for or support
K30	theories underpinning our understanding of human development and factors that affect it

Personalisation and resources

You need to know and understand:

K31	how to critically evaluate evidence and knowledge based theories and models of good practice about empowerment and citizen directed services
K32	how to identify and promote the potential of individuals to use their personal strengths and resources to achieve change
K33	the value and role of family networks, communities and groups in achieving positive outcomes, and ways to develop them
K34	the nature of **personalisation** and personalised services, including self directed support
K35	the range of resources available within informal networks, within the wider community, through formal service provision and through innovation
K36	how assistive technology can be used to support the independence of individuals
K37	how to lead, manage and support others to plan, deliver and review personalised services with individuals

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Continuing professional development

K38   principles of reflective practice and why it is important

K39   your role in developing the professional knowledge and practice of others

K40   how to promote **evidence based practice**

K41   methods of managing performance to meet targets and achieve positive outcomes

K42   how to assess performance

K43   how to provide constructive feedback to others on their practice and performance

K44   how to address performance that does not meet required standards

K45   how to use supervision to support the practice and performance of others

K46   how to use appraisal to support the practice and performance of others

K47   systems, procedures and practices for managing workloads

K48   methods for delegating work

Communication

K49   factors that can affect communication and language skills and their development in children, young people or adults

K50   methods to promote effective communication and enable individuals to communicate their needs, views and preferences

K51   factors that can affect communication within and between organisations

K52   methods to promote effective communication within and between organisations

Health and Safety

K53   legal and statutory requirements for health and safety

K54   your work setting policies and practices for monitoring and maintaining health, safety and security in the work environment

Safe-guarding

K55   legislation and national policy relating to the safe-guarding and protection of children, young people and adults

K56   the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices

K57   indicators of potential harm or abuse

K58   how and when to report any concerns about harm or abuse, poor or discriminatory practice, resources or operational difficulties

K59   what to do if you have reported concerns but no action is taken to address them

K60   local systems and multi-disciplinary procedures that relate to safeguarding and protection from harm or abuse

K61   how to support others who have expressed concerns about harm or abuse

Multi-disciplinary working

K62   the purpose of working with other professionals and agencies

K63   the remit and responsibilities of other professionals and agencies involved in multi-disciplinary work

K64   features of multi-disciplinary and interagency communication

K65   how different philosophies, principles, priorities and codes of practice can affect partnership working

Handling information

K66   legal requirements, policies and procedures for the security and confidentiality of information

K67   legal and work setting requirements for recording information and producing reports within timescales

K68   principles of confidentiality and when to pass on otherwise confidential information

K69   how to support the effective sharing of information to achieve positive outcomes for individuals

K70   how to record written information with accuracy, clarity, relevance and an appropriate level of detail

K71   how to use evidence, fact and knowledge-based opinion to support professional judgements in records and reports

K72   how and where electronic communications can and should be used for communicating, recording and reporting

Leading and managing practice

K73   how to **critically analyse** theories about **leadership** and **management**

K74   standards of practice, service standards and guidance relating to the work setting

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	K75	national and local initiatives to promote the well-being of individuals
	K76	models of practice for the use of early interventions
	K77	lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
	K78	methods of supporting others to work with and support individuals, key people and others
	K79	how to lead and manage practice that achieves positive outcomes for individuals
	K80	methods of supporting others to recognise and take informed action against discrimination
	K81	how to develop systems, practices, policies and procedures
	K82	how to implement, monitor and evaluate systems, practices, policies and procedures
	K83	how to promote the services and facilities of your work- setting
	K84	techniques for problem solving and innovative thinking
	K85	how to motivate others
	K86	how to critically evaluate evidence and knowledge based theories and models of good practice about change management
	K87	how to use change management techniques

Risk management

You need to know and understand:

	K88	how to critically evaluate principles and frameworks of risk assessment and risk management
	K89	principles of positive risk-taking
	K90	how to lead others to develop practice that supports positive risk-taking

Managing people

You need to know and understand:

	K91	legal and work-setting requirements for **employment practices**
	K92	internal and external governance arrangements for the work-setting
	K93	factors that can lead to pressures on the service, individual and team performance
	K94	how to manage time, resources and workload of self and others
	K95	how to manage team dynamics
	K96	how to create a culture that promotes openness, creativity and problem solving
	K97	how to create a culture that supports people to embrace change

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Specific to this NOS

K98   how to critically evaluate leadership and management methods, principles and approaches relevant to supporting the achievement of positive outcomes for individuals and their **well being**

K99   how to critically evaluate literature, research, theories and models about outcome based practice

K100   how psychological, soci-economic, cultural and environmental factors impact on the achievement of positive outcomes for individuals and their well being

K101   theories and evidence based practice related to the impact of relationships on the achievement of positive outcomes for individuals and their well being

K102   the effect that individuals' religion, race, gender, linguistic background, sexual orientation and disability has on the development of self and positive identity

K103   the impact that the service provision's location, physical structure, environment, relationship to the community, other services and agencies has on the achievement of positive outcomes for individuals and their well being

K104   the impact that the service provision's approach to health, learning, spiritual needs, leisure, independence and citizenship has on the achievement of positive outcomes for individuals and their well being

K105   the impact of social policy and social attitudes on the well being of individuals

K106   governance and protocols for the delegation of health related tasks to workers

K107   how the roles, responsibilities and accountabilities of different health professionals contribute to promoting the wellbeing of individuals

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Additional Information

The details in this field are explanatory statements of scope and/or examples of possible contexts in which the NOS may apply; they are not to be regarded as range statements required for achievement of the NOS.

Active participation is a way of working that regards individuals as active partners in their own care or support rather than passive recipients. Active participation recognises each individual's right to participate in the activities and relationships of everyday life as independently as possible.

A person's **background** is the individual's unique mix of personal experiences, history, culture, beliefs, preferences, family relationships, informal networks and community

Critically analyse is to examine something closely such as a policy, procedure, theory, complex situation, problem or an approach to practice – identifying the parts or issues that contribute to the whole product, situation or idea and determining how these different parts affect the quality of the whole product or how the individual issues affect the overall situation.

Critical analysis involves a weighing-up of the factors concerned, for their contribution of strengths / weaknesses or advantages / disadvantages of a product or in a situation. Critical analysis is part of the process of understanding issues and developing original and creative responses

Critically evaluate is to weigh arguments for and against something, assessing all evidence, this could relate to factors such as models of care service delivery, policy development, theories, approaches to practice

Critical evaluation requires a weighing up and making judgements on factors such as currency, relevance, validity, outcomes, cost, sustainability, risk, and fitness-for-purpose of a product or a service against other products, services or ideas, using relevant criteria to frame the evaluation and inform decision-making

Development opportunities may include a blend of educational programmes, training activities, mentoring, coaching, shadowing, induction, supervision, guided reading, research, action learning sets, peer group discussions

Health needs would include physical, mental and sexual health needs

Health related tasks would be those tasks that have been prescribed and delegated by other health professionals e.g. nurse, occupational therapist

The **individual** is the person you support or care for in your work

Key people are those who are important to an individual and who can make a

difference to his or her well-being. Key people may include family, friends, carers and others with whom the individual has a supportive relationship

Others are workers that you manage, your colleagues and other professionals whose work contributes to the individual's well-being and who enable you to carry out your role

Person centred approaches are those that fully recognise the uniqueness of the individual and establish this as the basis for the planning and delivery of care and support

Positive, secure and healthy attachments and relationships would be attachments and relationships that can make a positive contribution to an individual's well being and the achievement of positive outcomes

Well being would include social, emotional, mental, cultural, spiritual and intellectual well being of individuals

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The details in this field are explanatory statements of scope and/or examples of possible contexts in which the NOS may apply; they are not to be regarded as range statement required for achievement of the NOS.

All knowledge statements must be applied in the context of this standard.

In relation to all knowledge statements you need to know and understand the specified areas of knowledge and be able to critically apply the knowledge and understanding in your leadership and management practice

Critically analyse is to examine something closely such as a policy, procedure, theory, complex situation, problem or an approach to practice – identifying the parts or issues that contribute to the whole product, situation or idea and determining how these different parts affect the quality of the whole product or how the individual issues affect the overall situation

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Critical evaluation requires a weighing up and making judgements on factors such as currency, relevance, validity, outcomes, cost, sustainability, risk, and fitness-for-purpose of a product or a service against other products, services or ideas, using relevant criteria to frame the evaluation and inform decision-making

Employment practices should include recruitment, performance management, disciplinary procedures, grievance procedures

Evidence based practice uses systems, processes and 'practice wisdom' that has been proved to be effective in supporting the achievement of positive outcomes. Evidence may have been drawn from a variety of sources: research, both formal and informal, and the views and opinions of individuals, key people and those involved in the delivery of care services

Factors that may affect the health, wellbeing and development may include adverse circumstances or trauma before or during birth; autistic

spectrum disorder; dementia; family circumstances; frailty; harm or abuse; injury; learning disability; medical conditions (chronic or acute); mental health; physical disability; physical ill health; poverty; profound or complex needs; sensory needs; social deprivation; substance misuse

Leadership is the ability to provide strategic direction and a sense of purpose. Effective leaders create a sense of trust, confidence and belief, inspiring people to adopt the values and behaviours they promote. They are innovative, creative and motivating

Management is the ability to set the operational direction and organise the effective running of the service provision to meet the overall service needs including ethical, legislative, regulatory and organisational requirements. Effective managers facilitate and organise resources in order to optimise the performance of others, allowing them to carry out tasks and achieve goals efficiently and effectively. They provide clarity and accountability that enable teams to meet their objectives

Outcomes are the changes or differences that individuals or care services are trying to achieve. Hard outcomes are changes that are clear and obvious, or those that involve a visible change in people's behaviour or circumstances. Soft outcomes are changes that are less easy to observe and measure, or those that involve more subtle changes inside people such as a change in someone's attitude, sense of well-being or how they see or feel about themselves

Outputs are the tangible products, services or facilities that are a result of organisational activities or the activities of those involved in the delivery of the service provision. Outputs may be used to achieve outcomes

Personalisation can be defined as 'changing the power balance so that each person really does have choice and control over the care services that they want. From being a recipient of services, individuals become involved in selecting and shaping the services they use'. Personalisation is a social care approach that encompasses citizen-directed support; self-directed support; the use of direct payments or personal budgets; the provision of accessible information and advice on care and support and the promotion of independence and self-reliance amongst individuals and communities

Depending on how it is used the **power and influence** of leaders and managers may have either a positive or negative effect upon relationships

Well being would include social, emotional, mental, cultural, spiritual and

intellectual well being of individuals

Values   Adherence to codes of practice or conduct where applicable to your role and

the principles and values that underpin your work setting, including the rights
of children, young people and adults. These include the rights:

To be treated as an individual
To be treated equally and not be discriminated against
To be respected
To have privacy
To be treated in a dignified way
To be protected from danger and harm
To be supported and cared for in a way that meets their needs, takes
account of their choices and also protects them
To communicate using their preferred methods of communication and
language
To access information about themselves

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Relevant occupations	Health and Social Care; Managers and Senior Officials; Health and Social Services Officers; Childcare and Related Personal Services;
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