

SOUTH MOLTON HEALTH CENTRE

CORE COMPETENCIES

IT'S NOT JUST WHAT WE DO
IT'S ALSO HOW WE DO IT





Levels of Achievement Expected for our Core Competencies

Respecting Others

Level	Expected Behaviours
<p style="text-align: center;">1</p> <p>Respectful Relationships Communicates with dignity and respect</p>	<ul style="list-style-type: none"> • Communicates clearly and concisely • Listens carefully, asks questions and records information accurately • Remains calm, measured and balanced in challenging situations • Communicates own view point and understanding of the situation in a positive way, at the right time, to the right person. • Is inclusive, helpful, courteous and patient • Is sensitive to others and is aware of own impact • Identifies and reports inappropriate attitudes, language or any behaviour that is abusive, aggressive or discriminatory • Respects and maintains confidentiality wherever appropriate
<p style="text-align: center;">2</p> <p>Respectful Relationships Works with others to build respect</p>	<ul style="list-style-type: none"> • Is factually accurate, comprehensive clear and precise in communication • Shares information throughout the organisation to facilitate learning • Ensures learning occurs by checking people's understanding • Is direct, tactful and diplomatic • Encourages colleagues to talk openly and share concerns • Negotiates by building a shared understanding • Keeps people informed and provides timely updates • When making decisions, consults and involves all parties where appropriate
<p style="text-align: center;">3</p> <p>Respectful Relationships Is a role model for respectful, open and honest behaviour</p>	<ul style="list-style-type: none"> • Models behaviours that value diversity and equality • Challenges and works to change any discriminatory and inappropriate behaviours • Proactively embraces different opinions, styles and ways of working • Is consistent and fair in treatment of others • Creates and encourages an open and trusting environment for feedback/learning • Fosters constructive and mature debate • Works in partnership with colleagues and trusts in their judgement • Demonstrates loyalty towards colleagues and champions the work of the team • Keeps colleagues regularly and accurately informed

Respecting Others

Unsatisfactory Behaviours at any level

- Communicates in an unstructured, confusing way, rambles
- Uses inappropriate language or jargon, does not consider target audience
- Does not consider people's feelings, speaks without thinking
- Criticises people without considering their feelings and motivation
- Makes situations worse with inappropriate remarks, language or behaviour
- Sometimes makes remarks that are offensive or insensitive
- Is thoughtless, tactless, dismissive or impatient when dealing with people
- Mocks, criticises or disregards different opinions, styles or ways of working
- Is inconsistent in the way they treat others
- Does not listen, interrupts at inappropriate times, talks over other people
- Tolerates disrespectful and inappropriate behaviours in others
- Does not respect confidentiality

Working as a Team

Level	Expected Behaviours
<p style="text-align: center;">1</p> <p style="text-align: center;">Team Working</p> <p>Works supportively with others and builds strong relationships</p>	<ul style="list-style-type: none"> • Develops productive relationships within and outside the team • Volunteers extra help and support to colleagues for the benefit of the team • Demonstrates pride in the team • Respects and utilises the expertise of colleagues • Values diversity in the team • Consistently works well with a variety of different people; rarely encounters someone he/she cannot work with effectively on a task/project • Focuses clearly on the team goal • Demonstrates an understanding of how own team objectives link to, and impact on, other teams • Consistently attends and actively participates in meetings, activities and events when asked or required • Shares knowledge and information with the team.
<p style="text-align: center;">2</p> <p style="text-align: center;">Collaborative Working</p> <p>Encourages collaboration internally and externally</p>	<ul style="list-style-type: none"> • Develops working relationships inside and outside the Practice and utilises the expertise of others • Values and engages with people's views regardless of position or place in the Practice • Encourages colleagues to recognise they are part of a wider unit • Demonstrates an understanding of pressures and demands on other teams • Respects diversity • Ensures all relevant people are involved with a project from the outset • Maintains productive teamworking • Provides guidance to others as they work through conflicts and disagreements so they can become better team players • Sees and uses opportunities to share knowledge with other individuals and teams
<p style="text-align: center;">3</p> <p style="text-align: center;">Common Purpose</p> <p>Is a role model for team working and collaborative behaviour</p>	<ul style="list-style-type: none"> • Develops and actively supports the Practice strategy • Encourages closer collaboration across the local health and social care economy • Actively supports/identifies opportunities for cross team working and joint action on projects • Considers the local and national agendas in decision making • Works to understand differences and to maximise the strengths that come from diversity

Working as a Team

Unsatisfactory Behaviours at any level

- Isolates themselves and shows little interest in working jointly
- Doesn't take part in team activities
- Inflexible, does not respond to the needs of the team
- Offloads work onto colleagues unfairly
- Is helpful to some team members but not others
- Talks behind people's backs, plays people off against each other or causes divisions within the team
- Encourages conflict within the team rather than seeking to defuse it
- Restricts and controls what information is shared
- Keeps knowledge to themselves which prevents team learning
- Does not recognise the wider team, i.e. the local health economy
- Takes credit for successes without recognising or acknowledging the contribution of others

Embracing Change

Level	Expected Behaviours
<p style="text-align: center;">1</p> <p>Adaptability Demonstrates openness to change</p>	<ul style="list-style-type: none"> • Is willing to adapt to new ways of working • Contributes ideas for making improvements • Responds quickly to requests for information • Actively seeks feedback and adapts behaviour when necessary • Demonstrates initiative
<p style="text-align: center;">2</p> <p>Shaping Change Leads change by communicating clearly and encouraging discussion</p>	<ul style="list-style-type: none"> • Proactively develops systems and new ways of working • Provides opportunities for colleagues to understand, shape and engage with change • Clearly explains the reasons for change and the implications for the team • Works to understand the reasons for resistance to change • Encourages and supports colleagues to give time and priority to learning and reflection • Has clear sense of direction and values of the team • Takes appropriate action to address inefficiencies in work processes and establishes improved ways of getting the job done
<p style="text-align: center;">3</p> <p>Driving Change Sets future direction and drives internal change</p>	<ul style="list-style-type: none"> • Leads change by articulating a clear vision • Fosters an environment that supports the smooth implementation of change • Encourages new ideas, and motivates others to be proactive and resourceful • Establishes clear plans for implementing and evaluating change • Builds a framework of systems and procedures so colleagues have clarity and freedom to innovate within clear boundaries • Shows clear sense of direction and values of the Practice • Is willing to make and stand by difficult organisational decisions

Embracing Change

Unsatisfactory Behaviours at any level

- Shows rigidity in approach to work and avoids taking 'smart' risks
- Accepts status quo and adheres to old ways of working
- Fails to implement new and creative approaches
- Resists change and often openly discusses their unwillingness to adopt new practices, even in the face of compelling reasons for doing something differently
- Blocks new ideas by not being receptive, sharing information and/or exploring ideas
- Creates and implements changes without good explanation and consultation
- Does not consider wider impact when making changes
- Makes ineffective or unreasonable changes
- Avoids making difficult decisions even in face of compelling need

Being an Effective Business

Level	Expected Behaviours
<p style="text-align: center;">1</p> <p style="text-align: center;">Business Thinking</p> <p>Performs own work in a way that supports the business</p>	<ul style="list-style-type: none"> • Understands own role in supporting the success of the business • Shows interest in the Practice and how each team contributes to success • Uses resources appropriately and is aware how these affect the organisation's costs • Is aware of limits on resources and tries to reduce waste • Follows correct financial procedures • Attends training and updating on Quality and Outcome Framework (QOF) requirements • Takes all possible opportunities to earn QOF points • Consistently completes tasks on time
<p style="text-align: center;">2</p> <p style="text-align: center;">Business Management</p> <p>Is focused on delivering business objectives</p>	<ul style="list-style-type: none"> • Encourages and supports staff to stay informed about the Practice • Informs staff about how their role contributes to success • Takes responsibility for updating staff about how they can contribute to business success • Communicates strategies for QOF etc. to staff, develops team protocols if required • Demonstrates efficient/best value use of resources
<p style="text-align: center;">3</p> <p style="text-align: center;">Business Drive</p> <p>Drives the business to provide high quality services</p>	<ul style="list-style-type: none"> • Acts as role model in planning expenditure and using resources • Concentrates on delivering best value • Manages business relationships • Identifies and manages financial risks • Develops strategies for continually improving QOF performance • Communicates business strategy to teams in appropriate ways and provides feedback on progress • Develops business cases and budgets • Develops financial procedures to secure income and resource

Being an Effective Business

Unsatisfactory Behaviours at any level

- Wastes resources
- Does not stick to financial procedures
- Charges some patients but not others for items which have fixed fee
- Takes no interest in acquiring better understanding of the Practice and the business context
- Does work that is not useful to the Practice purpose and priorities
- Misses opportunities to earn QOF points
- Makes regular mistakes or misses deadlines

Leadership

Level	Expected Behaviours
<p style="text-align: center;">1</p> <p style="text-align: center;">Self Management</p> <p>Takes personal ownership of work and career development</p>	<ul style="list-style-type: none"> • Reflects on own work and seeks to improve • Takes responsibility for their own personal development • Is self-reliant, takes ownership of projects but seeks advice and support when needed • Prioritises own workload appropriately • Always looks to work more smartly • Takes ‘calculated risks’ in order to improve services • Is open to sharing knowledge and learning from others • Welcomes constructive feedback and responds appropriately
<p style="text-align: center;">2</p> <p style="text-align: center;">Responsible Management</p> <p>Demonstrates clear management of department and colleagues</p>	<ul style="list-style-type: none"> • Sets clear expectations around performance and tackles poor performance issues promptly • Creates a climate of trust where staff feel valued and can raise any concerns • Demonstrates trust in team members’ skills/strengths and delegates accordingly • Regularly gives praise and constructive feedback • Values personal development and encourages staff to develop • Balances achieving the task with building the team and developing the individual • Communicates clear and consistent messages • Stands by management decisions • Identifies staff training needs • Is willing to make difficult decisions and have difficult conversations when required • Shows resilience in dealing with setbacks
<p style="text-align: center;">3</p> <p style="text-align: center;">Responsible Leadership</p> <p>Leads the Practice forward</p>	<ul style="list-style-type: none"> • Is a role model in leading Practice vision and values • Develops and leads Practice strategy through consultation • Provides resources, people, processes, systems and tools to support delivery of quality services • Reviews existing resources, people, processes, systems and tools and constantly creates innovative plans and models to achieve results

Leadership

Unsatisfactory Behaviours at any level

- Covers up own mistakes
- Does not reflect on own performance
- Does not pass on information
- Passes responsibility upwards inappropriately
- Unwilling to take on responsibility
- Fails to recognise personal weaknesses and development needs
- Makes little or no attempt to develop self or keep up to date
- Does not keep staff informed of progress with on-going issues
- Does not anticipate problems and plan contingency i.e. works in reactive way rather than a pro-active way
- Undermines Practice policies rather than raising constructive comments
- Agrees a management plan but then fails to support the plan when discussing with the team
- Appears to have favourites amongst staff and creates cliques
- Gives out instructions or orders without explaining background
- Shouts at staff, blows hot and cold, ignores staff or otherwise behaves inappropriately towards staff

Patient Focus

Level	Expected Behaviours
<p style="text-align: center;">1</p> <p>Patient Focus Provides a high level of service to patients</p>	<ul style="list-style-type: none"> • Presents an appropriate image to patients • Demonstrates compassion and empathy in all dealings with patients • Is vigilant about patient safeguarding issues and follows policy including reporting concerns • Is courteous and remains calm and professional when dealing with disgruntled patients • Records verbal grumbles from patients • Apologises to patients if they are at fault or have made mistakes • Informs patients about the complaints procedure and facilitates the process, recognising patient complaints as an opportunity for learning • Develops courteous working relationships with patients to improve patient satisfaction • Consistently meets patient expectations • Responds to patient requests in a timely manner and keeps patients updated on progress • Reports to managers any concerns about the quality of services to patients • Ensures patient waiting area, notice boards and materials are kept tidy and up to date
<p style="text-align: center;">2</p> <p>Patient Focus Supports staff to provide a high level of service to patients</p>	<ul style="list-style-type: none"> • Supports staff who are dealing with disgruntled patients • Encourages staff to report their concerns about any aspect of patient services • Recognises when work processes are negatively impacting on patients, assumes ownership of the issue and takes steps to eliminate problems • Takes action to defuse disgruntled patient situations • Disseminates patient information and patient materials • Encourages all staff to show compassion and empathy in all dealings with patients
<p style="text-align: center;">3</p> <p>Patient and Population Focus Is a role model for providing a high level of service to patients</p>	<ul style="list-style-type: none"> • Ensures policies, systems and training are provided to enable staff to provide quality services to patients • Promotes a culture in which all staff feel able to report concerns about patient care/services • Encourages patient participation through patient surveys and Patient – Practice - Participation Group (P3), listens and responds positively to patients’ views • Manages complaints sensitively and leads on resolution • Encourages team to learn from complaints, Significant Events and Near Misses where possible • Monitors trends in grumbles, complaints, significant events etc. and ensures appropriate action is taken • Represents the Practice in developing external relationships which will benefit patients • Develops services to meet the needs of patients and the population

Patient Focus

Unsatisfactory Behaviours at any level

- Is not patient focused and does not consider individual needs
- Presents an unprofessional image to patients
- Consistently fails to meet patients' expectations
- Does not show empathy and compassion when dealing with patients
- Ignores safeguarding issues and does not pass on important information
- Turns a blind eye to patient safety risks
- Does not pass on patients concerns and grumbles
- Does not engage with patient surveys and information sharing
- Only sees a situation from their own point of view and not the patients' view
- Shows little interest in patients
- Is slow to respond to patients requests
- Fails to check that patient needs have been met
- Focuses on organisational issues rather than patient needs