

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

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

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



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

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

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

## 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