446 MANAGE A DISPERSED WORKFORCE TO MEET THE NEEDS AND PREFERENCES OF INDIVIDUALS AT HOME

Unit overview

Elements of competence

446a   Manage the work of staff in an individual's home
446b   Supervise and support staff to ensure that health and care services are meeting individual needs and preferences
446c   Respond to day-to-day changes and emergencies

About this unit

For this unit you need to be able to direct, supervise and support the work of staff within an individual's home, dealing at a distance with day-to-day changes and emergencies.

Scope

The scope is here to give you guidance on possible areas to be covered in this unit. The terms in this section give you a list of options linked with items in the performance criteria. You need to provide evidence for any option related to your work area.

Accidents could be due to: falls; hazards in the environment; illness; disability; weaknesses; sensory and cognitive impairment; frailty.

Communicate using: the individual's preferred spoken language; the use of signs; symbols; pictures; writing; objects of reference; communication passports; other non verbal forms of communication; human and technological aids to communication.

Danger could be: imminent; in the short term; in the medium term; in the longer term.

Harm and abuse within this unit will cover: neglect; physical, emotional, financial and sexual abuse; bullying; self-harm; reckless behaviour.

Incidents could include: bomb scares; intruders; lost keys, purses etc; a person being locked out or missing; aggressive and dangerous encounters.

Key people include: family; friends; carers; others with whom the individual has a supportive relationship.

Risks could include the possibility of: danger, damage and destruction to the environment and goods; injury and harm to people; self-harm; bullying; abuse; reckless behaviour.

Statements that could adversely affect the use of evidence in future investigations: changing information; removing information; adding to information.

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Unit overview (continued)

Your knowledge and understanding for this unit will relate to legal requirements and codes of practice applicable to the scope of your work and that of others with whom you work; your role, and level of responsibility you have within your organisation to manage activities to achieve an optimum service; the depth and breadth of understanding that will enable you carry out your job role and support others to perform competently; the need to be able to solve problems and resolve conflicts; the need to be able to evaluate, assess situations and act appropriately; systems and processes within your own and across other organisations and the need for you to be able to work in collaboration with individuals[1], key people and others within and outside your organisation

Values underpinning the whole of the unit

The values underpinning this unit have been derived from the key purpose statement[2], the statement of expectations from carers and people receiving services, relevant service standards and codes of practice for health and social care in the four UK countries. If you are working with children and young people they can be found in the principles of care unit 44. If you are working with adults they can be found in 45. To achieve this unit you must demonstrate that you have applied the principles of care outlined in either unit 44 or 45 in your practice and through your knowledge.

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[1]If you are working with children and young people the term "individuals" covers children and young people and "key people" covers parents, families, carers, friends and others with whom the child/young person has a supportive relationship
[2]The key purpose identified for those working in health and social care settings is "to provide an integrated, ethical and inclusive service, which meets agreed needs and outcomes of people requiring health and/or social care"

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Key words and concepts

This section provides explanations and definitions of the key words and concepts used in this unit. In occupational standards it is quite common to find words or phrases used which you will be familiar with, but which, in the detail of the standards, may be used in a very particular way. **Therefore, we would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required**.

Accident	Unforeseen major and minor incidents where an individual is injured
Abuse	Abuse is causing physical, emotional, psychological, financial and/or sexual harm to an individual and/or failing/neglecting to protect them from harm
Active support	Support that encourages individuals to do as much for themselves as possible to maintain their independence and physical ability and encourages people with disabilities to maximise their own potential and independence
Danger	The possibility of harm and abuse happening
Emergency	Immediate and threatening danger to individuals and others
Harm	The effects of an individual being physically, emotionally or sexually injured or abused
Individuals	The actual people requiring health and care services. Where individuals use advocates and interpreters to enable them to express their views, wishes or feelings and to speak on their behalf, the term individual within this standard covers the individual and their advocate or interpreter
Key people	Are those people who are key to an individual's health and social well-being. These are people in the individual's life who can make a difference to their health and well-being
Others	Are other people within and outside your organisation who are necessary for you to fulfil your job role
Rights	The rights that individuals have to:

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

Key words and concepts (continued)

Risks   The likelihood of danger, harm or abuse arising from anything or anyone

**Signs and   Physical, behavioural and emotional indicators which may signify possible
symptoms**   danger, harm and abuse

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446a   Manage the work of staff in an individual's home

Performance criteria

You need to show that:

1   You ensure that staff have a written job description, identifying their person and work specification, responsibilities and accountabilities, in accordance with legal, service and organisational requirements

2   You provide staff with copies of the organisation's staff handbook and grievance and disciplinary procedures

3   You develop clear protocols in relation to staff entering and securing the homes of individuals

4   You ensure that identity cards and other agreed ways of identifying staff for **individuals** with special communication requirements are provided for all staff in accordance with legal, service and organisational requirements

5   You set up systems to ensure effective hand-over procedures that provide continuity of service

6   You set up regular, appropriate and effective communication methods and systems to enable you to co-ordinate and manage staff at a distance

7   You match staff to individuals, ensuring that staff are aware of their duties and responsibilities, and are able competently to:
- access and understand protocols to enter and make secure the individual's home, to keep the individual's home and the individual safe and secure when carrying out activities
- access, understand and carry out activities required to support the individual, in accordance with risk assessments and service delivery plans
- complete records about key events and activities according to legal, service and organisational requirements
- contact and communicate any problems and issues when carrying out their activities
- deal with the confidentiality and security of information in ways which comply with legal, service and organisational requirements

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446b Supervise and support staff to ensure that health and care services are meeting individual needs and preferences

Performance criteria

You need to show that:

1   You review literature, knowledge and evidence based research and practices for the services that your organisation provides, and communicate these to staff

2   You ensure that staff receive regular supervision and support in accordance with legal, service and organisational requirements

3   You ensure that staff receive suitable staff development and training to enable them to:
   - feedback on, meet and respond to the changing needs and preferences of individuals and **key people**
   - fulfil the aims of the organisation
   - understand and take appropriate action to prevent the **risk** of **danger, harm and abuse** and where **signs and symptoms** of abuse have been identified
   - deal with the specialist needs and preferences of specific individuals

4   You ensure that any training is updated according to legal, service and organisational requirements

5   You ensure that you have the appropriate level of knowledge and understanding to enable you to support staff who will be working with individuals who have specialist care needs

6   You explore any potential conflicts between staff, individuals and key people, and develop strategies to deal with them

7   You support staff to deal with conflicts between themselves, individuals and key people

8   You follow up allegations and incidents of danger, harm and abuse promptly and ensure that the details and action taken is recorded:
   - within confidentiality agreements
   - according to legal and organisational requirements
   - avoiding statements that could adversely affect the use of evidence in future investigations and court

9   You respond appropriately and support staff to respond appropriately to any physical and verbal aggression by individuals, key people and **others**

10   You support staff to feedback on individuals' needs and preferences and any changes that are required to the service delivery plan

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446c Respond to day-to-day changes and emergencies

Performance criteria

You need to show that:

1 You ensure that a responsible and competent person is on call and contactable at all times when staff are on duty

2 You continually monitor, evaluate and pass on information from all sources to ensure that you and your staff are working effectively and in the best interests of individuals

3 You develop and use clear protocols in relation to staff dealing with **emergency** situations, incidents and **accidents**

4 You provide staff with a work schedule which is regularly updated and that provides detailed information about:
- the individuals for whom they are providing health and care services
- the time that has been allocated to support the individuals
- service plan activities for which they are responsible individually and jointly with other workers

5 You ensure that systems and procedures are in place to allow you to contact staff and staff to contact you

6 You inform staff immediately of any changes that may affect their work schedule

7 You respond promptly and appropriately when:
- accidents, incidents and emergencies are reported
- changes to the individual's needs and preferences are reported

8 You ensure that your conduct supports effective working relationships with individuals, key people and others from within and outside your organisation

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Knowledge specification for the whole of this unit

Competent practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this unit. When using this specification **it is important to read the knowledge requirements in relation to expectations and requirements of your job role**.

Values

1   Legal and organisational requirements on equality, diversity, discrimination, **rights**, confidentiality and sharing of information when managing a dispersed workforce
2   Knowledge and practice that underpin the holistic person-centred approach which enable you and staff for whom you are responsible to work in ways that:
   - place the individual's preferences and best interests at the centre of everything you do
   - provide **active support** for individuals
   - recognise the uniqueness of individuals and their circumstances
   - empower individuals to take responsibility (as far as they are able and within any restrictions placed upon them), and make and communicate their own decisions about their lives, actions and risks when managing a disperse workforce
3   How to manage ethical dilemmas and conflicts for individuals, those who use services and staff/colleagues when managing a workforce that is dispersed
4   How to challenge, and to support staff to challenge information, documents, systems, structures, procedures and practices that are discriminatory
5   How to promote relationships that support the individual's rights, choices and well-being when managing a workforce that is dispersed

Legislation and organisational policy and procedures

6   Codes of practice and conduct, and standards and guidance relevant to your setting and your own and others roles, responsibilities, accountability and duties when managing a workforce that is dispersed
7   Current local, UK and European legislation and organisational requirements, procedures and practices for:
   - managing domiciliary care provision
   - data protection
   - making and dealing with compliments complaints
   - health and safety and dealing with emergencies, accidents and incidents
   - risk assessment and management procedures and practices
   - your responsibility for keeping yourself, individuals and others safe
   - employment practices
   - the domiciliary care service, its role and contribution to the well-being of individuals
   - managing domiciliary care provision
   - individuals, advocates, families, carers, groups and communities
   - the protection of individuals and key people from danger, harm and abuse at a distance
   - your responsibility for keeping yourself, individuals and others safe
   - working in integrated ways to promote individuals' well-being
8   Key government initiatives which affect the management of the domiciliary care provision
9   How to access, evaluate and influence organisational and workplace policies, procedures and systems for managing the workforce for which you are responsible

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Knowledge specification for the whole of this unit (continued)

10 How to access and record information, decisions and judgements when managing individual needs and preferences and staff at a distance, electronically and manually
11 The resources available within and outside your organisation to provide health and care services that are flexible and person-centred
12 Policies, procedures, guidance and protocols with the other organisations and professions with whom you work
13 The purpose of and arrangements for you to provide and receive supervision and appraisal
14 How to access and record information about risks and incidents of danger, harm and abuse, electronically and manually

Theory and practice

15 How and where to access literature, information and support to inform your practice when managing a dispersed workforce, which meets the needs and preferences of individuals who wish to live at home
16 An up-to-date knowledge of:
  - literature related to best practice for managing a dispersed workforce to meet the needs and preferences of individuals at home
  - government reports, inquiries and research into managing a dispersed workforce to meet the needs and preferences of individuals at home
  - government reports, inquiries and research into serious failures to protect individuals, families, carers and other key people at home
17 Theories of:
  - human resource management related to managing staff at a distance, including staff who are part time or are sessional
  - conflicts and dilemmas
  - stress and how it can affect behaviour
  - how social and economic circumstances may impact on the individual's social care, well-being and life chances
  - how power and influence can be used and abused when carrying out care needs assessments
  - multi-disciplinary and multi-organisational working
18 Principles and methods of supervision and appraisal
19 How to set up procedures and protocols to support staff
20 Information about staff development and training, induction and training needs analysis for the staff
21 Role of relationships and support networks in promoting the well-being
22 Knowledge of health, social, emotional, financial and environmental factors that affect the well-being of individuals, families, groups and communities with whom you work
23 Knowledge of physical, social, emotional and mental health conditions you are likely to have to deal with in your work with individuals, families, carers, groups and communities
24 How to analyse, balance and interpret:
  - individual needs and preferences
  - views of key people
  - evidence, knowledge and practice-based information
  - knowledge of individuals' conditions
  to enable you to manage your workforce and the needs and preferences of individuals and key people, fairly and ethically

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Knowledge specification for the whole of this unit (continued)

25 Methods of mentoring staff to enable individuals and key people to:
- express their wishes, needs and preferences
- understand and take responsibility for promoting their own health and well-being
- identify how their care needs should be met
- assess and manage risks to their health and well-being

26 Specialist services needed for the individuals for whom you and your organisation are providing services including those requiring intermediate and respite care

27 The use of evidence, fact and knowledge-based opinion in records and reports and why it is important to differentiate between these and make clear the source of evidence

28 How and where information communication technologies can and should be used for carrying out your work activities when managing the workforce

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Evidence requirements for this unit

- Direct observation by assessor and/or an expert witness is required for some of the performance criteria for every element in this unit.
- Prior to commencing the unit you should agree a plan with your assessor regarding the types of evidence to be used.
- You must provide your assessor with evidence for ALL the performance criteria and ALL the knowledge requirements and the relevant parts of the SCOPE as applicable to your workplace.
- The evidence must, at all times, reflect the policies and procedures of the workplace as linked to current legislation and the values and principles for best practice within the Health and Social Care Sector. This will include the National Service Standards for your area of work or client group.
- All evidence should relate to real work activities for ALL elements of this unit.
- Simulation is NOT permitted for this unit.

Competences can be demonstrated using a variety of types of evidence from the following:
- **Work products:** these can be any record that you would normally use within your normal role eg supervision notes, outline of training plans, organisational objectives, policies and procedures, records and reports; staff handbook; research evidence; communication records, minutes of staff and other meetings, job descriptions, work schedule, etc.
- **Assignment/project:** you may have already completed a project or assignment (for example from HNC, NC, VRQ, BTec courses, D32, 33, 34, A1 and V1). You could also use evidence of previous in-house training course/programmes you have completed showing professional development.
- **Reflective accounts:** you describe your actions in (a) particular situation(s) and reflect on the reason(s) for you practicing in that way, in relation to managing a dispersed workforce to meet the needs and preferences of individuals at home.
- **Questioning/professional discussion:** you and your assessor may agree on questions or discussion to demonstrate your knowledge, to supplement the knowledge demonstrated through observations, products and reflective accounts. These can be oral or written but evidence of this must be recorded.

    NB **Confidential records are not required in your portfolio, they can remain where they are normally stored and be checked by your assessor and internal verifier. If they are included they must be anonymised.**