

## **H5RT 04 (SCDLMCSA4) — Manage a Dispersed Workforce to Meet the Needs and Preferences of Individuals at Home**

### **Overview**

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.

### **Elements of Competence**

- 1 Manage the work of staff in an individual's home.
- 2 Supervise and support staff to ensure that health and care services are meeting individual needs and preferences.
- 3 Respond to day-to-day changes and emergencies.

## Additional Information

### Scope/range

The scope is here to give you guidance on possible areas to be covered in this Unit. You need to provide evidence for the areas that are relevant to the care service that you lead and manage and a sound rationale for not providing evidence for the remaining items.

**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.

Your **knowledge and understanding** for this Unit relates to: legal and organisational requirements for care services; employer and employee codes of practice and conduct within care services; the depth and breadth of understanding that will enable you to lead and manage care services effectively, support workers to perform competently, ensure the wellbeing of all within your provision, critically evaluate, assess and intervene appropriately to resolve issues and conflicts and the need to understand and work in collaboration with people, workers and relevant others within and outside your provision to ensure its viability into the short, medium and longer term future.

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.

## Values

### Values underpinning the whole of the Unit

The values underpinning this Unit have been derived from the key purpose statement, relevant service standards and codes of practice for health and social care in the four UK countries.

## Glossary

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 wellbeing. These are people in the individual's life who can make a difference to their health and wellbeing.

## **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:

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

## **Risks**

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

## **Signs and symptoms**

Physical, behavioural and emotional indicators which may signify possible danger, harm and abuse.

## **Links to other NOS**

To achieve this Unit you must demonstrate that you have applied the principles of care outlined in LMCB1 in your practice and through your knowledge.

## **External Links**

When using this specification it is important to read the knowledge requirements in relation to expectations and requirements of your job role.

## Performance Criteria — What you do in your job

You must provide evidence to meet all the 25 Performance Criteria for this Unit. The Performance Criteria are grouped under headings to assist you with planning how best to meet these points.

Place the number of the piece of work where this Performance Criteria has been met in the evidence box after each criteria.

### Manage the work of staff in an individual's home

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
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 <b>individuals</b> 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.	

**Manage the work of staff in an individual’s home (cont)**

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
7	<p>You match staff to individuals, ensuring that staff are aware of their duties and responsibilities, and are able competently to:</p> <p>7.1 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.</p> <p>7.2 access, understand and carry out activities required to support the individual, in accordance with risk assessments and service delivery plans.</p> <p>7.3 complete records about key events and activities according to legal, service and organisational requirements.</p> <p>7.4 contact and communicate any problems and issues when carrying out their activities.</p> <p>7.5 deal with the confidentiality and security of information in ways which comply with legal, service and organisational requirements services are meeting individual needs and preferences.</p>	

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

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
8	You review literature, knowledge and evidence based research and practices for the services that your organisation provides, and communicate these to staff.	
9	You ensure that staff receive regular supervision and support in accordance with legal, service and organisational requirements.	
10	<p>You ensure that staff receive suitable staff development and training to enable them to:</p> <p>10.1 feedback on, meet and respond to the changing needs and preferences of individuals and <b>key people</b>.</p> <p>10.2 fulfil the aims of the organisation.</p> <p>10.3 understand and take appropriate action to prevent the <b>risk of danger, harm and abuse</b> and where <b>signs and symptoms</b> of abuse have been identified.</p> <p>10.4 deal with the specialist needs and preferences of specific individuals.</p>	
11	You ensure that any training is updated according to legal, service and organisational requirements.	
12	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.	
13	You explore any potential conflicts between staff, individuals and key people, and develop strategies to deal with them.	
14	You support staff to deal with conflicts between themselves, individuals and key people.	

**Supervise and support staff to ensure that health and care services are meeting individual needs and preferences (cont)**

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
15	<p>You follow up allegations and incidents of danger, harm and abuse promptly and ensure that the details and action taken is recorded:</p> <p>15.1 within confidentiality agreements.</p> <p>15.2 according to legal and organisational requirements.</p> <p>15.3 avoiding statements that could adversely affect the use of evidence in future investigations and court.</p>	
16	<p>You respond appropriately and support staff to respond appropriately to any physical and verbal aggression by individuals, key people and <b>others</b>.</p>	
17	<p>You support staff to feedback on individuals' needs and preferences and any changes that are required to the service delivery plan.</p>	

**Respond to day-to-day changes and emergencies you need to show that,**

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
18	You ensure that a responsible and competent person is on call and contactable at all times when staff are on duty.	
19	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.	
20	You develop and use clear protocols in relation to staff dealing with <b>emergency</b> situations, incidents and <b>accidents</b> .	
21	You provide staff with a work schedule which is regularly updated and that provides detailed information about: <ul style="list-style-type: none"> <li>21.1 the individuals for whom they are providing health and care services.</li> <li>21.2 the time that has been allocated to support the individuals.</li> <li>21.3 service plan activities for which they are responsible individually and jointly with other workers.</li> </ul>	
22	You ensure that systems and procedures are in place to allow you to contact staff and staff to contact you.	
23	You inform staff immediately of any changes that may affect their work schedule.	
24	You respond promptly and appropriately when: <ul style="list-style-type: none"> <li>24.1 accidents, incidents and emergencies are reported.</li> <li>24.2 changes to the individual's needs and preferences are reported.</li> </ul>	

**Respond to day-to-day changes and emergencies you need to show that,  
(cont)**

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
25	You ensure that your conduct supports effective working relationships with individuals, key people and others from within and outside your organisation.	

## Knowledge and Understanding — Why and how you do what you do in your job

You must provide evidence of your knowledge and understanding to meet all the 28 knowledge points for this Unit. The knowledge points are grouped under headings to assist you with planning how best to meet them.

Place the number of the piece of work where each knowledge point has been met in the 'evidence number' box after each point.

### Values

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number</b> <b>where this knowledge point has been met</b>
1	Legal and organisational requirements on equality, diversity, discrimination, <b>rights</b> , confidentiality and sharing of information when managing a dispersed workforce.	
2	<p>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:</p> <p>2.1 place the individual's preferences and best interests at the centre of everything you do.</p> <p>2.2 provide <b>active support</b> for individuals.</p> <p>2.3 recognise the uniqueness of individuals and their circumstances.</p> <p>2.4 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.</p>	
3	How to manage ethical dilemmas and conflicts for individuals, those who use services and staff/colleagues when managing a workforce that is dispersed.	

## Values (cont)

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number where this knowledge point has been met</b>
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 wellbeing 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	<p>Current local, UK and European legislation and organisational requirements, procedures and practices for:</p> <p>7.1 managing domiciliary care provision.</p> <p>7.2 data protection.</p> <p>7.3 making and dealing with compliments complaints.</p> <p>7.4 health and safety and dealing with emergencies, accidents and incidents.</p> <p>7.5 risk assessment and management procedures and practices.</p> <p>7.6 your responsibility for keeping yourself, individuals and others safe.</p> <p>7.7 employment practices.</p> <p>7.8 the domiciliary care service, its role and contribution to the wellbeing of individuals.</p> <p>7.9 managing domiciliary care provision.</p>	

## Legislation and organisational policy and procedures (cont)

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number where this knowledge point has been met</b>
	<p>7.10 individuals, advocates, families, carers, groups and communities.</p> <p>7.11 the protection of individuals and key people from danger, harm and abuse at a distance.</p> <p>7.12 your responsibility for keeping yourself, individuals and others safe.</p> <p>7.13 working in integrated ways to promote individuals' wellbeing.</p>	
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.	
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

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number where this knowledge point has been met</b>
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: <ul style="list-style-type: none"> <li>16.1 literature related to best practice for managing a dispersed workforce to meet the needs and preferences of individuals at home.</li> <li>16.2 government reports, inquiries and research into managing a dispersed workforce to meet the needs and preferences of individuals at home.</li> <li>16.3 government reports, inquiries and research into serious failures to protect individuals, families, carers and other key people at home.</li> </ul>	
17	Theories of: <ul style="list-style-type: none"> <li>17.1 human resource management related to managing staff at a distance, including staff who are part time or are sessional.</li> <li>17.2 conflicts and dilemmas.</li> <li>17.3 stress and how it can affect behaviour.</li> <li>17.4 how social and economic circumstances may impact on the individual's social care, wellbeing and life chances.</li> <li>17.5 how power and influence can be used and abused when carrying out care needs assessments.</li> <li>17.6 multi-disciplinary and multi-organisational working.</li> </ul>	

## Theory and practice (cont)

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number where this knowledge point has been met</b>
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 wellbeing.	
22	Knowledge of health, social, emotional, financial and environmental factors that affect the wellbeing 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: <ul style="list-style-type: none"> <li>24.1 individual needs and preferences.</li> <li>24.2 views of key people.</li> <li>24.3 evidence, knowledge and practice-based information.</li> <li>24.4 knowledge of individuals' conditions to enable you to manage your workforce and the needs and preferences of individuals and key people, fairly and ethically.</li> </ul>	

## Theory and practice (cont)

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number where this knowledge point has been met</b>
25	Methods of mentoring staff to enable individuals and key people to: <ul style="list-style-type: none"> <li>25.1 express their wishes, needs and preferences.</li> <li>25.2 understand and take responsibility for promoting their own health and wellbeing.</li> <li>25.3 identify how their care needs should be met.</li> <li>25.4 assess and manage risks to their health and wellbeing.</li> </ul>	
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.	

The candidate and assessor must only sign below when all Performance Criteria and knowledge points have been met.

**Unit assessed as being complete**

<b>Candidate's name</b>	
<b>Candidate's signature</b>	
<b>Date submitted to Assessor as complete</b>	

<b>Assessor's name</b>	
<b>Assessor's signature</b>	
<b>Date assessed complete</b>	

**Internal Verification**

To be completed in accordance with centre's internal verifier (IV) strategy.

<b>Evidence for this Unit was sampled on the following date/s</b>	<b>Internal verifier's signature</b>	<b>Internal verifier's name</b>

This Unit has been subject to an admin check in keeping with the centre's IV strategy.

<b>Date of admin check</b>	<b>Internal verifier's signature</b>	<b>Internal verifier's name</b>

**Unit completion confirmed**

<b>Internal verifier's name</b>	
<b>Internal verifier's signature</b>	
<b>Date completed</b>	