

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

Elements of competence

- LMC D2.1** **Establish and manage relationships to support workers based in external multi-disciplinary teams**
- LMC D2.2** **Promote effective procedures, protocols and practices for workers based in external multi-disciplinary teams**
- LMC D2.3** **Ensure workers based in multi-disciplinary teams have opportunities for continuing professional development**

About this Unit

This unit is for leaders and managers of care services. It is about leading and managing people who are working within external multi-disciplinary teams.

Scope

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.

People include: adults using care services; their families; carers; groups and communities. Children and young people using care services; their parents/carers; families; carers; groups and communities.

Preferred communication methods and language including: people'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; pre-verbal utterances in infants and young children.

Relevant others could include: other professionals who should contribute to the activity, people from within the provision who should contribute to the activity, people from outside the provision who should contribute to the activity.

Workers could include: those supporting the people within your provision who are paid, unpaid, contractual or non contractual.

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 well being 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.

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. To achieve this unit you must demonstrate that you have applied the principles required for the management of care services outlined in LMC B1 (F36D 04): Lead and manage provision of care services that respects, protects and promotes the rights and responsibilities of people.

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

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.**

Abuse	Abuse is causing physical, emotional, sexual and/or financial harm to an individual and/or failing/neglecting to protect them from harm. This could be at a personal or institutional level.
Dilemmas	Issues where there is divided opinion or ethical concerns about a course of action.
Ethical	The professional and moral underpinning of the work being carried out. This is embodied in the codes of practice across the four countries of the UK.
Evidence- based practice	Practice that is based on evidence drawn from people, workers, research, organisational and policy expertise.
Multi-disciplinary	Where people from different professions and organisations work collaboratively to achieve the same goals and objectives to meet the agreed needs of people.
Independent representation and advocacy	Where the views, wishes and concerns of the adult/child/young person are communicated by another person, either through someone independently representing their wishes, or someone acting as their advocate.
Leadership	The ability to provide a model of best practice that is creative, innovative, motivating and flexible and supports people to follow by example and through respect.
Management	The ability to lead and organise the effective running of the provision and to meet the overall service needs and those required by legislation, regulation, registration and inspection. Effective managers are able to solve problems, balance the needs of all within the provision, to manage competing demands and to cope under stress.
Organisational requirements	Aspects of policy, procedure and practice that are required by the service and the provision.
Partnership	Working effectively together with people, professionals, agencies and organisations to enhance the well being of people and support positive and improved outcomes.
People	For adults, people includes adults using care services, their advocates, their families, carers, significant others, groups and communities For children and young people, people includes the children and young people using care services, their advocates, their parents/carers, their families, teachers, college lecturers, significant others, groups and communities.
Positive outcomes	Beneficial outcomes for adults as specified in regulation and guidance for each of the countries of the UK and agreed as appropriate with and for each person within the provision. They include: <ul style="list-style-type: none"> • improved health, emotional well being and quality of life • staying safe and being free from discrimination and harassment • enjoying, achieving and making a positive contribution • exercising choice and control • achieving economic well being, dignity and respect Beneficial outcomes for children and young people as specified in the regulation of each of the countries of the UK and as agreed with children and young people. They include:

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

	<ul style="list-style-type: none"> • being healthy • staying safe • enjoying and achieving • making a positive contribution • achieving economic well being
Performance indicators	Indicators set to illustrate performance against specific targets.
Provision	The specific unit or part of the service for which you have leadership and management responsibilities.
Relevant others	Key people within and outside the provision with whom it is beneficial to work and who can influence the provision and the outcomes for the provision and people within it.
Resources	The assets of the provision: financial, human, physical and environmental.
Rights	<p>The rights of:</p> <ul style="list-style-type: none"> • adults are those embodied in the United Nations Universal Declaration of Human Rights • children and young people are those embodied in the United Nations Convention on the Rights of the Child <p>These include rights under the social care codes of practice that everyone should be: respected (in terms of their beliefs, culture and values); treated and valued equally, not be discriminated against; treated as an individual; treated in a dignified way; socially included; included in activities; protected from danger and harm; cared for in a way they choose; have privacy and access to information about themselves and be able to communicate using their preferred methods of communication and language</p>
Service	The overall organisation, agency or service within which your specific provision resides and for which you are the manager.
Supervision	A process that involves a manager meeting regularly and interacting with worker(s) to review their work. It is carried out as required by legislation, regulation, guidance, standards, inspection requirements and requirements of the provision and the service. The purpose is to monitor tasks and workload, solve problems, support workers in dealing with complex situations and moral and ethical dilemmas and to promote staff development.
Take informed action against discrimination	Actions taken about discrimination on the basis of your knowledge of good practice, legal requirements and professional codes and in relation to information received and investigated.
Workers	Those supporting people within the provision who are paid or unpaid, contractual or non-contractual.

Evidence Requirements for the Unit

It is essential that you adhere to the Evidence Requirements for this Unit – please see details overleaf

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

SPECIFIC EVIDENCE REQUIREMENTS FOR THIS UNIT

Simulation:

- Simulation is **NOT** permitted for any part of this unit.

The following forms of evidence ARE mandatory:

We recommend that this qualification will be assessed in an holistic manner and the majority of the evidence must be generated by the candidate from their normal work based activities.

Direct observation: Direct observation by a qualified assessor, as defined in the assessment strategy, is required as the primary source of evidence for all of the qualification.

Reflective account: You could prepare accounts of how you identified and approached other organisations, the relevant managers and teams to establish contact and describe the methods you used to engage them in opportunities for multi-disciplinary working. You should include specific reference to how you identified and managed any issues or problems and describe the steps you take to ensure that effective staff supervision and review of the performance of workers in multi-disciplinary teams is taking place.

Prior to commencing the qualification you should agree a plan with your assessor regarding the types of evidence to be used.

In addition to the observation requirement competence and the application of knowledge must be demonstrated using a variety of types of evidence, for example:

- **Work Products:** These can be any products of your work and the contributions that you have made, indicating the use and application within your practice.
- **Professional Discussion:** This should take the form of a planned and structured review of your practice, based on evidence, with the outcomes captured by means of recording or written record. These are particularly useful to provide evidence that you can evaluate your knowledge and practice across the qualification.
- **Candidate Reflective Accounts:** Describe your actions in particular situations and reflect on the reasons for practicing in that way. This is particularly useful to provide evidence that you can evaluate your knowledge and practice across the qualification.
- **Case Studies:** These must be based on real work practice and experiences, and must not be a theoretical exercise.
- **Projects/ Assignments/APL:** You may have already completed a relevant project or assignment. You could also use evidence of previous training courses or programmes you have completed showing professional development.
- **Questions:** To supplement the evidence demonstrated through observations, products and reflective accounts, oral or written questions may be used; a record must be kept of the questions and responses.
- **Witness testimony:** These should be from other people who can provide evidence of your performance.
- **Expert Witness:** This should take the form of an observation and must be from a person who is familiar with the standards and is qualified to the level identified in the assessment strategy. It can be used to supplement evidence provided by the main assessor or as the observation for an option unit where the presence of the main assessor would impinge on the service delivered to an individual. It is the role of the expert witness to complete the recording and to suggest the performance criteria to be met, however it is the responsibility of the main assessor to make the final decision on the appropriateness of this evidence.

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

GENERAL GUIDANCE

- Evidence must be provided for ALL of the performance criteria, ALL of the knowledge, you must also consider the parts of the SCOPE that are relevant to your job role.
- The evidence must, at all times, reflect the policies and procedures of your workplace and be linked to current legislation, values and the principles of best practice within the Health and Social Care Sector. This will include the National Service Standards for your areas of work and the individuals you care for.
- All evidence must relate to your own work practice.

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

KNOWLEDGE SPECIFICATION FOR THIS UNIT

Competent leadership and management 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 leadership and management 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 and the content of this unit.

You need to provide evidence for ALL knowledge points listed below. There are a variety of ways this can be achieved so it is essential that you read the ‘knowledge evidence’ section of the Assessment Guidance.

You need to show that you know, understand and can apply in practice:	Enter Evidence Numbers
Values	
1. Legal and organisational requirements on equality, diversity, discrimination, rights , confidentiality and sharing of information in relation to managing workers based in external multi-disciplinary teams.	
2. Knowledge and practice that underpin the holistic person centred approach which enable you to manage workers based in external multidisciplinary teams, in ways that: (a) place the people’s preferences at the centre of everything you do whilst considering their best interests (b) ensure people have access to information about themselves in a format that they can understand (c) provide opportunities for independent representation and advocacy (d) use a person’s preferred communication methods and language (e) support the rights of people to access and use relevant information and support, to maintain appropriate links with their communities and networks (f) provide active support for people (g) recognise the uniqueness of people and their circumstances empower people to take responsibility (within any restrictions placed upon them) and communicate their decisions about their own lives, as far as they are able	
3. How to critically evaluate and take informed action against discrimination when managing workers based in external multi-disciplinary teams.	
4. How to support people, workers and relevant others to recognise and take informed action against discrimination.	
Legislation and Policy	
5. Regulation, inspection requirements, codes of practice and conduct, standards and guidance for employers and employees, relevant to: (a) your provision (b) your own roles, responsibilities and accountability	

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

<p>(c) the roles, responsibilities and accountability of others in relation to managing workers based in external multi-disciplinary team</p>	
<p>6. Current local, national, UK, European and international legislation, standards, guidance and organisational procedures and practices for the managing workers based in external multi-disciplinary teams, including:</p> <ul style="list-style-type: none"> (a) the need to achieve positive outcomes for people (b) the need to safeguard and protect people from all forms of danger, harm and abuse (c) employment practices for the provision and service (d) your provision's governance arrangements (e) data protection, recording and reporting (f) making and dealing with comments and complaints to improve services (g) whistle-blowing (h) partnership, multi-disciplinary team working and other types of working (i) <u>promoting your provision's services and facilities</u> 	
<p>7. Organisational requirements for recording and reporting when managing workers based in external multi-disciplinary teams, including:</p> <ul style="list-style-type: none"> (a) how reports and records should be accessed, manually and through Information and Communication Technologies (ICT) (b) how to ensure that records and reports do not contribute to labelling and stigmatisation (c) the security requirements for different records and reports (d) the requirements for producing, finalising and sharing different types of records and reports appropriately and within required timescales (e) types of data, information and presentation methods appropriate to specific records and reports and the specific needs of people (f) the importance of identifying whether the source is based on evidence, fact or knowledge-based opinion (g) how and when to use evidence, fact and knowledge-based opinion to support professional judgement in records and reports related to multi-disciplinary team working 	
<p>8. How to implement, evaluate and influence the future development of management policies, systems, processes and procedures for managing workers based in external multi-disciplinary teams.</p>	
<p>9. The legislation and guidance relevant to information-sharing with other professions, agencies, departments and within multi-disciplinary teams.</p>	
<p>Leadership and management theory and practice</p>	
<p>10. How to critically evaluate and implement best practice using up-to-date knowledge of:</p> <ul style="list-style-type: none"> (a) literature related to leadership and management of workers based in external multi-disciplinary teams (b) leadership and management methods, principles and approaches relevant to multi-disciplinary working 	

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

<ul style="list-style-type: none"> (c) government reports, inquiries and research relevant to leadership and management of workers based in external multi-disciplinary teams and their impact on people (d) evidence and knowledge-based theories and models of good practice in leadership and management of workers based in external multi-disciplinary teams (e) lessons learned for leadership and management of workers based in external multi-disciplinary teams and from successful interventions and serious failure of service and practice (f) the experiences of people involved with multi-disciplinary team working 	
11. Performance management and quality requirements, procedures, criteria, methods and indicators relevant to developing your provision in relation to inter-professional and multi-disciplinary team working.	
12. Methods of managing and developing multi-disciplinary working, about: <ul style="list-style-type: none"> (a) how you consult with people, workers and relevant others (b) how you promote the participation and involvement of people (c) how you support, supervise and develop workers (d) the impact on the provision of organisational behaviour group and individual processes (e) how power relationships can be used and abused 	
13. How to plan and manage resources involved with external multi-disciplinary working, and the implications for: <ul style="list-style-type: none"> (a) the delivery of services (b) the achievement of targets (c) the achievement of positive outcomes 	
14. Different types of change and their implications for the leadership and management of your provision and service in relation to external multi-disciplinary team working.	
15. How and where technology should be used within your provision, and when leading and managing workers in external multi-disciplinary teams.	
16. The different types of arrangements for workers in ad hoc, temporary or long term multi-disciplinary teams, their effectiveness in achieving different outcomes and how these can be effectively managed.	
17. Knowledge and evidenced-based practice on the issues and arrangements for multi-disciplinary working when negotiating, sustaining and ending arrangements for workers in ad hoc, temporary or long-term teams.	
18. How to ensure that agreed outcomes for multi-disciplinary teams are clear, monitored and reviewed jointly with partners.	
19. How to work with partners to monitor and ensure that: <ul style="list-style-type: none"> (a) the skills and expertise of the workers are consistent with achieving the desired outcomes (b) the team is achieving agreed outcomes (c) the timescales and resources for the multi-disciplinary team working are appropriate. 	
20. How to ensure that systems, procedures and practices are in place	

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

<p>to:</p> <ul style="list-style-type: none">(a) maintain effective and safe practice in external multi-disciplinary teams(b) identify and manage problems which are effective for the supervision and review of the performance of workers in multi-disciplinary teams(c) enable workers' development needs to be identified and addressed.	
<p>21. How to ensure that moral and ethical dilemmas, boundary issues and conflicts of judgements and priorities are addressed effectively with partner organisations and external multi-disciplinary teams.</p>	

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

LMC D2.1 Establish and manage relationships to support workers based in external multi-disciplinary teams

Performance criteria	DO	RA	EW	Q	WP	WT	PD	CS	P/A/A
	1. You implement and review the effectiveness of systems, procedures and practices for workers based in multi-disciplinary teams to ensure that they comply with legal, regulatory, inspection and organisational requirements .								
2. You work with people , workers and relevant others to identify multi-disciplinary teams that: (a) it would be useful for workers and yourself to be involved with (b) would benefit and support the positive outcomes for people (c) would benefit the provision									
3. You identify and approach organisations, and relevant managers and teams to establish contact and discuss the opportunities for multi-disciplinary working.									
4. You maintain effective relationships with organisations and managers where workers are and may be based.									
5. You work proactively to resolve ethical and other dilemmas and conflict with organisations and managers of multi-disciplinary teams.									
6. You manage, monitor and review the effectiveness of multi-disciplinary working relationships and the outcomes for the provision and the people concerned.									

*DO = Direct Observation RA = Reflective Account Q = Questions PD = Professional Discussion
EW = Expert Witness WP = Work Product WT = Witness Testimony CS = Case Study
P/A/A = Projects/Assignment/APL*

LMC D2.2 Promote effective procedures, protocols and practices for workers based in external multi-disciplinary teams

Performance criteria	DO	RA	EW	Q	WP	WT	PD	CS	P/A/A
	1. You work with people, workers, relevant others and partners to define positive outcomes for people that can be achieved through multi-disciplinary working.								
2. You agree with partner organisations and									

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

Performance criteria	DO	RA	EW	Q	WP	WT	PD	CS	P/A/A
relevant individuals: (a) the aims of the multi-disciplinary team working (b) how the effectiveness of the team will be assessed (c) the needs and allocation of resources (d) outcomes and performance indicators (e) the delegation and accountability arrangements (f) the role, responsibilities and accountability of your worker within the multi-disciplinary team (g) reporting systems and arrangements for the sharing and exchange of information									
3. You establish and regularly review the effectiveness of multi-disciplinary working for your workers, people and the provision.									
4. You work with all involved to implement and regularly monitor a clear framework of delegation and accountability for joint decision-making.									
5. You manage, monitor and review the effectiveness of joint working and decision making.									
6. You use evidence to record and report: (a) beneficial outcomes from multi-disciplinary working (b) lessons learned from multi-disciplinary working (c) improvements that need to be made to systems, procedures and practices for current and future multi-disciplinary working									

DO = Direct Observation RA = Reflective Account Q = Questions PD = Professional Discussion
EW = Expert Witness WP = Work Product WT = Witness Testimony CS = Case Study
P/A/A = Projects/Assignment/APL

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

LMC D2.3 Ensure workers based in multi-disciplinary teams have opportunities for continuing professional development

Performance criteria	DO	RA	EW	Q	WP	WT	PD	CS	P/A/A
1. You ensure that workers based in multi-disciplinary teams are informed about, and included in the provision's: (a) performance reviews (b) training needs assessment exercises (c) training and development opportunities									
2. On a basis agreed between yourself and partner organisations you implement and review arrangements for: (a) effective professional supervision and performance development of workers managed by members from other organisations or different professional groups (b) regular reflection on inter-disciplinary and multi-disciplinary practice for the worker, the provision and for the positive outcomes for people									
3. You manage, monitor and review the effectiveness of multi-disciplinary working in facilitating the professional development of workers.									

*DO = Direct Observation RA = Reflective Account Q = Questions PD = Professional Discussion
 EW = Expert Witness WP = Work Product WT = Witness Testimony CS = Case Study
 P/A/A = Projects/Assignment/APL*

F36T 04 Unit (LMC D2) Manage workers within care services who are based in external multi-disciplinary teams

To be completed by the Candidate

I SUBMIT THIS AS A COMPLETE UNIT

Candidate's name:

Candidate's signature:

Date:

To be completed by the Assessor

It is a shared responsibility of both the candidate and assessor to claim evidence, however, it is the responsibility of the assessor to ensure the accuracy/validity of each evidence claim and make the final decision.

I CERTIFY THAT SUFFICIENT EVIDENCE HAS BEEN PRODUCED TO MEET ALL THE ELEMENTS, PCS AND KNOWLEDGE OF THIS UNIT.

Assessor's name:

Assessor's signature:

Date:

Assessor/Internal Verifier Feedback

To be completed by the Internal Verifier if applicable

This section only needs to be completed if the Unit is sampled by the Internal Verifier

Internal Verifier's name:

Internal Verifier's signature:

Date: