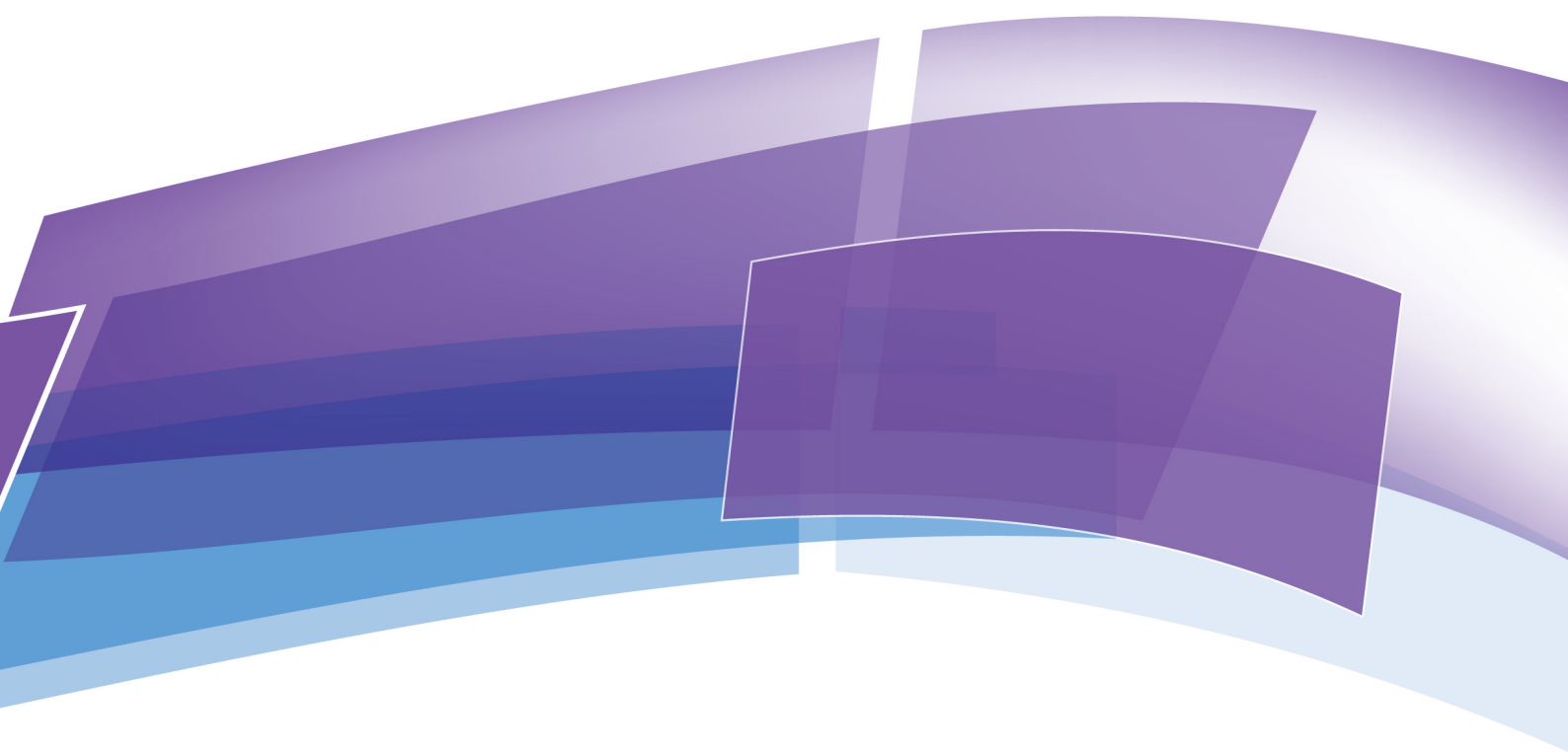




Supporting Professional Development

A Competence Assessment Tool for Ward Sisters/Charge Nurses



Published by
Northern Ireland Practice and Education Council for Nursing and Midwifery (NIPEC)

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The bottom half of the page is decorated with several overlapping, semi-transparent blue geometric shapes. These shapes are primarily triangles and quadrilaterals, creating a modern, abstract design. The colors range from a light sky blue to a medium blue, with some darker blue areas where the shapes overlap.

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Introduction

The Chief Nursing Officer requested the Northern Ireland Practice and Education Council for Nursing and Midwifery (NIPEC) to facilitate the Leading Care: Regional Ward Manager Project to support and strengthen the role of Ward Sisters/Charge Nurses in Northern Ireland. The Competence Assessment Tool was developed as part of this project in partnership with Ward Sisters/Charge Nurses and other key stakeholders in Health and Social Care and Education sectors. Staff side representatives were also involved in its development. To find out more background information about the development of the Tool visit www.nipec.hscni.net/pw_wardsister

Development of the Competence Assessment Tool

One of the Project Sub-Groups chaired by a Ward Sister commenced the development of the tool. They began by undertaking an extensive review of local, national and international literature to source competency frameworks and competencies relevant to the Ward Sister/Charge Nurse role. The following were of particular relevance and value in assisting NIPEC with the development of the competency domains, related areas and statements:

- Leading Better Care (NHS Scotland, 2008)
- Education and Development Framework for Senior Charge Nurses (NHS Education for Scotland, 2009)
- Free to Lead, Free to Care Final Report (Welsh Assembly Government, 2008)
- Framing the Nursing and Midwifery Contribution (Department of Health, 2008)
- Competence Profile for Nurses and Midwives: Promoting Mental Health and Well-Being for Children and Young People (NIPEC, 2010)
- Respiratory Competence Assessment Tool (NIPEC, 2008)
- Competence section of the Skills for Health website (www.skillsforhealth.co.uk)

Once the competency domains, related areas and statements were identified by the Sub-Group the competence assessment tool was refined over a period of five months through engagement with a wide range of key stakeholders throughout Northern Ireland, which included: Ward Sisters; Charge Nurses; senior nurses, midwives; human resource and finance managers and representatives of professional bodies and unions. The Competence Assessment tool was signed off by the Steering Group in September 2010.

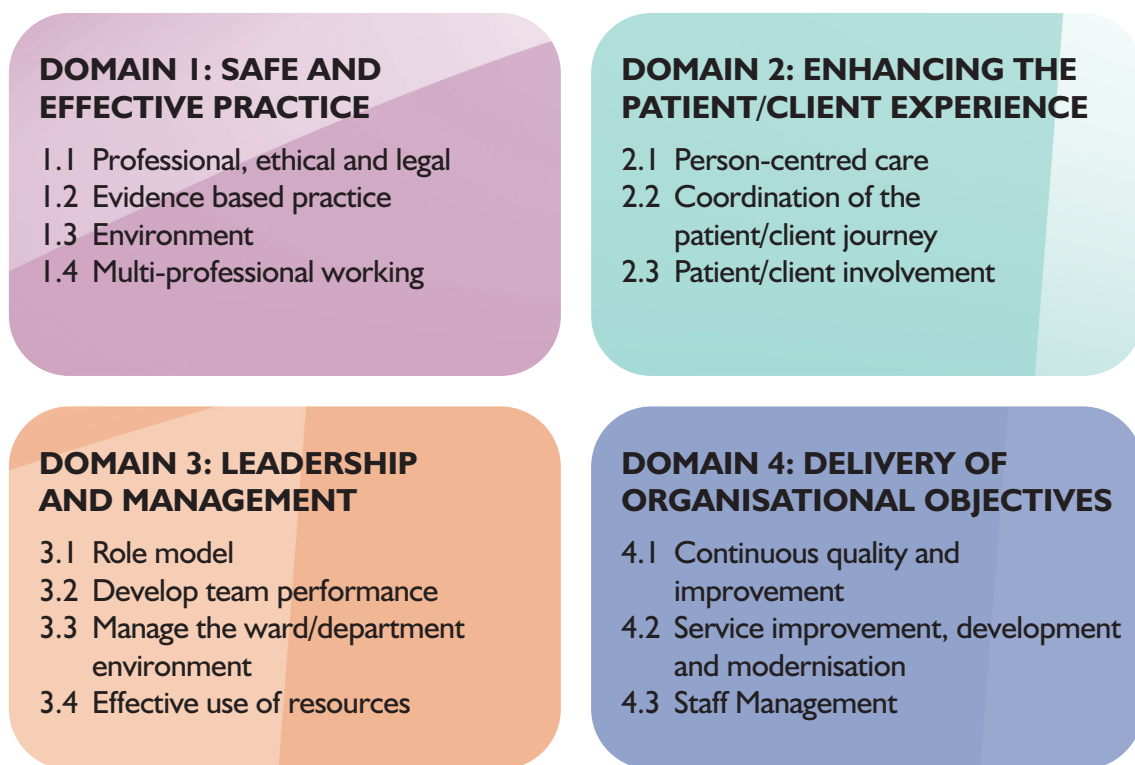
The Competence Assessment Tool

The Competence Assessment Tool is underpinned by the Nursing and Midwifery Council's (NMC) The Code: Standards of Conduct, Performance and Ethics for nurses and midwives (2008) and is designed to help you consider how well you do your job. The next few pages provide information for you on how to:

- use the Competence Assessment Tool to assess yourself and get others to assess you
- provide evidence for renewal of your registration with the NMC
- provide evidence of achievement for your personal development plan
- use your assessment results to focus on your development needs, prepare for supervision meetings and support your career development.

The Tool is made up of four core competency domains (Figure 1) and relevant areas that are applicable for all Ward Sisters/Charge Nurses. Within each domain and competency area is a list of competence statements that you can use to assess yourself against and plan for your learning and development.

Figure 1: Core competency domains and competency areas for Ward Sisters/Charge Nurses



A copy of The Competence Assessment Tool for Ward Sisters/Charge Nurses is available at www.nipec.hscni.net/wardsister

How will I benefit from using the Competence Assessment Tool?

The Competence Assessment Tool can help you identify the knowledge, skills and attitudes required for your role. By undertaking a self assessment you can use the results to prepare for supervision meetings and identify areas which you find challenging and need further development in. The assessment tool can also enable you to focus on areas for career development and where relevant, support your preparation for job interviews.

In addition, the competency domains have been mapped against the core and relevant specific dimensions of the NHS Knowledge and Skills Framework (KSF; DH, 2004)¹. The domains and areas expand on the dimensions covered by KSF and the competence statements provide you with specific competency requirements for Ward Sisters/Charge Nurses. This has been done so you can use your assessment results to help you provide evidence for your annual KSF development review meetings. You can then agree your learning and development outcomes, with your line manager, which are relevant to your post outline.

Your assessment results and related reflections can be entered into your online portfolio, or completed on a hard copy. This means you can evidence your competence and related learning and development needs and meet other requirements such as PREP, for renewal of your NMC registration. To complete your assessment online and add it to your portfolio, visit www.nipecdf.org/compro

How do I use the Competence Assessment Tool?

The Competence Assessment Tool allows you to build up a picture of how you are performing in your role. It is up to you to decide how much of the Competence Assessment Tool you wish to use. Figure 2 presents an outline of the steps you should work through, to get the most benefit from the Assessment Tool.

1. Department of Health (2004) *The NHS Knowledge and Skills Framework (NHS KSF) and the Development Review Process*. London. The Stationery Office.

Figure 2 Learning and Development Framework

- Step 1 Assess**
your knowledge, skills and attitudes using the competence assessment tool to find out about your learning and development needs. Compile your evidence to support your assessment.
- Step 2 Plan**
your learning and development needs from your assessment results, including any 360 degree feedback and other sources of information. Record and prioritise your overall learning and development needs with your line manager using your KSF personal development plan.
- Step 3 Implement**
the learning and development activities agreed with your line manager in your KSF personal development plan. This should include a meeting with your manager to discuss progress.
- Step 4 Evaluate**
your learning and development in relation to improvements in your knowledge, skills and attitudes with regard to your ward sister/charge nurse role. Maintain a reflective record of your learning and development in your portfolio, to support your preparation for your supervision sessions or development review meetings.

Adapted from the NIPEC Learning Needs Analysis: Guide for Ward Managers and Team Leaders (NIPEC, 2009).

Step 1 Assess

Assessing yourself

You can assess yourself against as many or all of the competence statements within each domain. Look at the competence statements within each competency domain and area and assess yourself in terms of your learning and development needs using the rating scale:

- LD** I need a lot of development
- SD** I need some development
- WD** I feel I am well developed
- NA** Is not applicable to my role.

It generally takes about 30 minutes to assess yourself against all the competence statements. When you have finished review the number of LDs, SDs, and WDs in each column.

Best Practice Tips

Before starting your assessment, you may find it helpful to discuss the competence statements with one of your peers. You could also test your self-assessment with your line manager. Be honest with yourself when thinking about your role and your learning and development needs; rate yourself realistically.

Inviting others to assess you

You can, if you wish, approach different people and ask them to assess you. People you may want to approach will include: your peers; your line manager(s); members of your team; colleagues you work with inside or outside your organisation, or perhaps patients/relatives. You may be able to think of others. This is commonly known as a 360 degree assessment. When you have decided who you would like to assess you, you will need to ask them if they are happy to take part in the process.

Follow the instructions on www.nipcedf.org/compro to enable others to complete your assessment online. Provide your assessor with a photocopy of the assessment tool if they are completing a hard copy. Your assessor should return the completed assessment to you.

Best Practice Tips

Think carefully about who you ask to be your assessor. A colleague, who is also a close friend, may not be the best person to approach. Consider someone you respect and whose opinion you would value and who are aware of how you perform in your role. Think carefully about how you approach patients and relatives if you wish to seek their opinion.

Gathering your results

Once you have completed your self-assessment and where applicable, gathered the results of those who have assessed you, you are ready to look at what your learning and development needs are. If your assessment has been completed on a hard copy, you can collate your assessment results to determine your learning and development needs by the number of LDs, SDs and WDs identified. If you have assessed yourself online at www.nipecdf.org/compro your results will be collated automatically.

Step 2 Plan

Identifying your learning and development needs

Your assessment results will show you the areas in which you are performing well, and the areas that need development. This will help you prioritise your learning and development needs. For example, if a particular domain or competency area has a high number of LDs, then you may wish to prioritise development in this area over the coming months. A domain or competency area with a high number of WDs, is one which is well developed and does not require as much attention.

You may also wish to include, in your assessment, competencies from other frameworks which are relevant to your role. Remember there is no time limit on completing an assessment; however it would be considered reasonable to complete your assessment within 4-6 weeks.

Plan your learning and development

You will find the information from the Competence Assessment Tool useful for your supervision sessions and annual development review meetings. Discuss your development needs and possible learning activities with your supervisor and/or line manager. You may also choose to use your results, as an opportunity to have further discussion with some of the people who assessed you. Once you have agreed relevant learning outcomes with your supervisor or line manager, record these in your KSF personal development plan and in your professional portfolio at www.nipecdf.org

For further information and help in choosing appropriate learning and development activities visit the Learning and Development section on NIPEC's main website at www.nipec.hscni.net/wardsister

Best Practice Tips

Try to select no more than 2 or 3 areas for development. This will allow you to be more targeted in relation to the learning activities you undertake.

Step 3 Implement

Complete your learning and development

It is important that you make and take time to undertake your chosen learning and development activities. Keep an up-to-date record of these in your KSF personal development plan and learning and development log at www.nipecdf.org.

You should meet with your line manager or supervisor at times agreed to review your progress and to seek any additional help. At the end of this stage you must be able to demonstrate successful achievement of your identified learning outcomes within the timeframe agreed with your line manager.

Best Practice Tips

Remember to record learning and development activities which are part of your everyday work activities or which are problems or new events you come across, as well as courses you attend.

Step 4 Evaluate

It is important to evaluate the learning and development activities you have undertaken in relation to improvements in your knowledge, skills and attitudes and the impact this has had on your ward sister/charge nurse role. You may also wish to consider at this point anything you would have done differently. Remember to keep these reflections in your learning and development log at www.nipecdf.org/portfolio/default.asp These reflections will also support your preparation for your supervision sessions or development review meetings.

DOMAIN 1: SAFE AND EFFECTIVE PRACTICE

This domain has been mapped against the following KSF dimensions:
Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimension G6

Competence area 1.1: Professional, ethical and legal

This competence refers to the knowledge, skills and attitudes required to practice in an accountable and responsible manner, using professional judgement and actions and ensuring that they conform to relevant legislation, policies and professional codes of practice. It also refers to the knowledge, skills and attitudes required to assess and develop own continuous professional development (CPD) in line with the role and the skills required to deliver safe and effective care.

Competence area 1.2: Evidence based practice

This competence refers to the knowledge, skills and attitudes required to develop clinical practice through the effective utilisation and integration of reliable evidence into practice; developing, implementing, monitoring and evaluating evidence-based policies, procedures and practice.

Competence area 1.3: Environment

This competence refers to the knowledge, skills and attitudes required to promote a safe and clean environment for staff, patients/clients and visitors which involves assessing, managing and reporting actual and potential risks to health and well-being and ensuring conformance with relevant legislation, policies and procedures.

Competence area 1.4: Multi-professional working

This competence refers to the knowledge, skills and attitudes required to promote, develop and maintain constructive relationships and ensure effective communication with relevant multi-professional team members, as required, regarding patient/client care.

DOMAIN 1: SAFE AND EFFECTIVE PRACTICE *(continued)*

Competence area 1.1: Professional, ethical and legal

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	N/A
1	Knowledge of the current NMC Code, standards and guidelines e.g. record keeping and medicines management.				
2	Knowledge of professional accountability relating to own practice and that of team members.				
3	Knowledge of policy developments that have an impact on health care provision e.g. disability, equality and diversity.				
4	Knowledge of clinical governance, risk assessment/management and adverse incident reporting arrangements.				
5	Knowledge of relevant legislation and policies relating to areas of practice e.g. vulnerable adults, child protection, disability (physical and learning) and mental health.				
6	Knowledge of relevant legislation and policies in relation to Data Protection and information management.				

SKILLS		LD	SD	WD	N/A
1	Demonstrates self-awareness with regard to own beliefs and values.				
2	Reports and records activities in line with professional guidelines and the local clinical governance framework.				
3	Demonstrates responsibility for own CPD.				
4	Identifies and plans learning, development and supervision needs.				
5	Ability to use computers and be competent in word processing, e-mail and in navigating the internet.				

DOMAIN 1: SAFE AND EFFECTIVE PRACTICE *(continued)*

SKILLS *(continued)*

		LD	SD	WD	N/A
6	Ability to reflect on own practice and adapt if necessary.				
7	Promotes and maintains the professional image of nursing.				
8	Contributes to the development of professional nursing practice.				
9	Ability to accept constructive criticism positively.				
10	Appropriately challenges health care practice which could compromise the safety, privacy or dignity of patients.				
11	Contributes to the development, implementation and monitoring of Trust policies and strategies, where appropriate.				
12	Contributes to policy and strategy development at an organisational level and where appropriate, at a regional level.				
13	Represents the organisation's perspective, policies and position with external agencies, where appropriate.				
14	Ensures appropriate systems are developed and operational to facilitate dissemination of information up, down and across the organisation.				

ATTITUDES

		LD	SD	WD	N/A
1	Shows respect for ethical principles and professional accountability and responsibility, with regard to safe and effective care.				
2	Values the importance of continued professional development in line with role and skills required to deliver safe and effective care.				

DOMAIN 1: SAFE AND EFFECTIVE PRACTICE (continued)

Competence area 1.2: Evidence based practice

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	N/A
1	Knowledge of relevant national/local policies, procedures and protocols, including RQIA standards, NICE and GAIN guidelines.				
2	Knowledge of how to access and critically appraise current evidence from a variety of sources.				
3	Knowledge of how to lead and promote practice development in collaboration with the team and others.				
4	Understanding of service development processes and evidence based practice, e.g. data collection, audit, user involvement, research.				
5	Knowledge of principles and processes of reflective practice processes in relation to self and peer review.				
6	Knowledge of research methods and their application to practice.				
7	Knowledge of how to critically evaluate the service on an ongoing basis, and contribute to evidence based practice.				
8	Knowledge of local, regional and National Health Service trends, tapping into research sources.				

SKILLS		LD	SD	WD	N/A
1	Develops a culture of evidence based practice within ward or department.				
2	Ability to access research and use information systems.				
3	Enables and supports team members to source and use evidence and evaluate improvements in practice.				

DOMAIN 1: SAFE AND EFFECTIVE PRACTICE (*continued*)

SKILLS (*continued*)

		LD	SD	WD	N/A
4	Promotes and develops clinically effective practice by developing, implementing, monitoring and evaluating evidence-based policies, procedures and practice.				
5	Ensures critical incidents are dealt with in a timely and appropriate manner within a culture of learning.				
6	Networks with peers across professional groups within the organisation promoting the exchange of knowledge, skills and resources.				
7	Acts as a change agent, developing clinically effective practice through the effective utilisation and integration of evidence.				
8	Contributes to and generates research to inform evidence based practice.				
9	Systematically captures and disseminates learning and best practice at all levels of the service.				
10	Promotes a culture of research and evidence based practice within the ward/department to enhance person-centred care.				
11	Initiates and manages practice or service development initiatives taking account of relevant research, clinical guidelines and policy.				

ATTITUDES

		LD	SD	WD	N/A
1	Is committed to questioning the quality of care and has a desire for improvement.				
2	Values the importance of research and development to ensure best practice.				

DOMAIN 1: SAFE AND EFFECTIVE PRACTICE (*continued*)

Competence area 1.3: Environment

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	N/A
1	Knowledge of legislation and local policies in relation to Health and Safety, Infection Control, Environmental Risk Assessment.				
2	Understanding of strategies for the prevention of health care associated infection.				
3	Knowledge of standards for maintaining cleanliness and how to measure and address areas of concern.				

SKILLS		LD	SD	WD	N/A
1	Promotes a clean and safe environment by ensuring conformance with relevant legislation, policies and procedures e.g. health and safety, healthcare associated infections and risk management.				
2	Assesses, manages and reports potential and actual risks; taking action as appropriate.				
3	Identifies and addresses all issues within the practice environment which impact on patient/client safety.				
4	Ability to recognise the impact of skill mix on the environment and address as required.				
5	Ensures the safety, storage and usage of all equipment is managed appropriately at ward/department level.				
6	Ability to interpret environmental audits and address issues/concerns which may arise from results.				
7	Recognises and addresses the impact of the care environment on patient/client experience.				

ATTITUDES		LD	SD	WD	N/A
1	Shows commitment towards optimising the health and safety of the care environment.				
2	Shows a belief that the environment created in the ward/department can affect the safety and quality of care.				

DOMAIN 1: SAFE AND EFFECTIVE PRACTICE *(continued)*

Competence area 1.4: Multi-professional working

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	N/A
1	Knowledge of how multi-professional working can contribute to the delivery of safe and effective care.				
2	Awareness of the specific roles and responsibilities of each team member and the particular benefits and strengths which each brings.				
3	Knowledge of how to escalate concerns identified in relation to any member of the multi-professional team.				
4	Understanding of how to challenge multi-professional team members in an assertive manner.				
5	Knowledge of correct documentation of multi-professional episodes.				
6	Knowledge of how to effectively challenge multi-professional team members as necessary to ensure a safe and effective environment.				
7	Knowledge of how to collaborate effectively with other members of the multi-professional team.				

SKILLS		LD	SD	WD	N/A
1	Promotes and supports effective teamwork within a multi-professional environment.				
2	Recognises and optimises the contribution of all team members to the patient experience, including ancillary services.				
3	Facilitates effective communication within the multi-professional team regarding patient care.				
4	Works in partnership with a range of clinicians and managers promoting the involvement of patients/clients.				
5	Ability to articulate and work towards shared goals.				

DOMAIN 1: SAFE AND EFFECTIVE PRACTICE (*continued*)

SKILLS (*continued*)

		LD	SD	WD	N/A
6	Ability to communicate effectively and work innovatively across professional and organisational boundaries.				
7	Engages in learning and development opportunities with other professionals, where relevant, to enhance safe and effective care.				
8	Critically analyses the need for change and works innovatively across boundaries to enhance care quality.				

ATTITUDES

		LD	SD	WD	N/A
1	Is committed to an ethos of multi-professional working.				
2	Shows respect for multi-professional colleagues.				

DOMAIN 2: ENHANCING THE PATIENT/CLIENT EXPERIENCE

This domain has been mapped against the following KSF dimensions:
Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimensions HWB1, HWB2, HWB3, HWB4, HWB5 and G5.

Competence area 2.1: Person-centred care

This competence refers to the knowledge, skills and attitudes required to develop care, services and practices in a way that demonstrates the promotion of person-centred care through respected and accountable leadership and where appropriate, supports patients/clients to be partners in their care.

Competence area 2.2: Coordination of the patient journey

This competence refers to the knowledge, skills and attitudes required to enable effective management of the patient's/client's episode of care to ensure a smooth transition to other settings, achieving safe discharge by effective planning, communication and co-ordination, involving multi-disciplinary or multi-agency teams as required.

Competence area 2.3: Patient/client involvement

This competence refers to the knowledge, skills and attitudes required to actively recognise and act upon opportunities to involve patients/clients in service development and improvement measures.

DOMAIN 2: ENHANCING THE PATIENT/CLIENT EXPERIENCE *(continued)*

Competence area 2.1: Person-centred care

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	N/A
1	Knowledge of the principles underpinning person-centred care e.g. respect, autonomy, shared decision making and therapeutic relationships.				
2	Understanding and valuing of cultural preferences, health beliefs and behaviours.				
3	Understanding of both local and national equality and diversity legislation and policies.				
4	Awareness of how the spiritual needs of patients/clients can influence and impact on their care, particularly, but not exclusively, in relation to the provision of end-of-life care.				
5	Knowledge of a range of methods for engaging with and responding to patients/clients to ensure they have a positive experience within the ward/department.				
6	Awareness of how to source relevant patient/client information, including formats that address language, disabilities and cultural beliefs.				
7	Understanding of advanced communication strategies.				
8	Knowledge of how to adapt your style of communication to the needs and abilities of individuals.				
9	Knowledge of methods which facilitate patient/client involvement e.g. focus and support groups.				

SKILLS		LD	SD	WD	N/A
1	Promotes a caring environment by: preserving a culture of person-centred care, taking account of equality and diversity issues, and providing patients/clients with opportunities to be partners in their care.				
2	Identifies opportunities to develop care and services by ensuring that there are effective systems in place to ascertain patient/client experience/feedback.				

DOMAIN 2: ENHANCING THE PATIENT/CLIENT EXPERIENCE *(continued)*

SKILLS *(continued)*

		LD	SD	WD	N/A
3	Ensures patient/client compliments and complaints are managed in line with organisational policy, including the dissemination of learning points.				
4	Develops practices which promote choice, wellbeing and protection of all individuals.				
5	Communicates effectively with the team to ensure that patients'/clients' choices are recognised and addressed appropriately.				
6	Develops effective systems and processes to ensure a positive patient/client experience.				
7	Appropriately challenges inequalities within the scope of the current NMC Code and the Human Rights Act.				
8	Uses advanced communication skills to develop and enhance therapeutic relationships.				

ATTITUDES

		LD	SD	WD	N/A
1	Shows commitment to the ideal that every patient/client is an individual and deserves to be treated as such.				
2	Shows respect for the belief that the patient/client should remain at the centre of all interventions by the multi-professional team.				

DOMAIN 2: ENHANCING THE PATIENT/CLIENT EXPERIENCE *(continued)*

Competence area 2.2: Coordination of the patient journey

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	N/A
1	Knowledge of the necessary processes required to optimise the patient/client journey through the healthcare system at a pace appropriate to each individual's needs.				
2	Awareness of the wider health and social care team, their roles and how to access appropriately to ensure the patient/client journey is co-ordinated in a timely, effective manner.				
3	Knowledge of appropriate referral pathways and mechanisms within and across relevant organisations and agencies.				
4	Knowledge of the requirements and processes necessary to support timely patient/client admission and discharge.				
5	Knowledge of how to measure and address shortfalls in the system.				

SKILLS		LD	SD	WD	N/A
1	Ensures continuity of care including timely access to relevant services.				
2	Works collaboratively with other health professionals and agencies as appropriate.				
3	Plans, communicates and co-ordinates the patient/client journey to ensure a smooth transition to other settings, achieving a safe effective discharge, involving multi-disciplinary or multi-agency teams as required.				
4	Provides relevant patient/client information, including appropriate materials that address language, disabilities and cultural beliefs.				
5	Plans, communicates and co-ordinates care and makes appropriate referrals as required.				
6	Identifies patient/client needs through the evaluation of appropriate assessments.				

DOMAIN 2: ENHANCING THE PATIENT/CLIENT EXPERIENCE *(continued)*

SKILLS *(continued)*

		LD	SD	WD	N/A
7	Continuously analyses the patient/client journey and identifies and addresses any areas of concern.				
8	Analyses patient/client experiences and identifies records and reports any shortcomings.				
9	Demonstrates confidence in investigating shortfalls in aspects of service provision.				

ATTITUDES

		LD	SD	WD	N/A
1	Shows a belief that the patients/client experience extends beyond the ward/department setting.				
2	Is committed to involving all those within the wider setting who may contribute positively to the patient/client experience.				

DOMAIN 2: ENHANCING THE PATIENT/CLIENT EXPERIENCE *(continued)*

Competence area 2.3: Patient/client involvement

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	N/A
1	Knowledge of legislation pertaining to user involvement e.g. data protection, complaints, cultural diversity and equality.				
2	Knowledge of the methods and channels that can be utilised to engage with patient/user/carers to involve them in care processes.				
3	Awareness of the ethical issues relating to patient/client/carer involvement.				
4	Awareness of available materials that can be utilised to impart patient/client information, which reflect the individual's preferences and learning style, making use of interpreter services if appropriate.				

SKILLS		LD	SD	WD	N/A
1	Recognises and acts on opportunities to involve patients/clients/carers in service development and improvement measures.				
2	Communicates in a way that is meaningful to the patient/client.				
3	Translates complex healthcare information and terminology into a format that the patient/client can understand.				
4	Responds positively and objectively to criticism from patients/clients without personalising or internalising comments.				
5	Demonstrates an ability to reflect on how individual and team practice impacts on patients/clients.				
6	Ensures patient/client compliments and complaints are managed in line with organisational policy, including the dissemination of learning points.				
7	Represents the patient/client perspective in discussions at all levels.				

DOMAIN 2: ENHANCING THE PATIENT/CLIENT EXPERIENCE *(continued)*

ATTITUDES

		LD	SD	WD	NA
1	Shows genuine respect for the views of patients/clients/carers.				
2	Upholds an ethos of person-centred care.				

DOMAIN 3: LEADERSHIP AND MANAGEMENT

This domain has been mapped against the following KSF dimensions:
Core Dimensions C1, C2, C3, C4, C5 and C6; Specific Dimension G6

Competence area 3.1: Role model

This competence refers to the knowledge, skills and attitudes required to act as a role model, creating a culture which supports and empowers staff to contribute to the delivery of safe and effective, person-centred care.

Competence area 3.2: Develop team performance

This competence refers to the knowledge, skills and attitudes required to create a positive learning environment, ensure effective learning opportunities for all staff and students and support the career pathway of individual team members.

Competence area 3.3: Manage the ward/department environment

This competence refers to the knowledge, skills and attitudes required to implement effective approaches to workload measurement and planning and to support staff with opportunities to develop their skills in this area.

Competence area 3.4: Effective use of resources

This competence refers to the knowledge, skills and attitudes required to deliver a safe and effective care service within allocated resources, ensuring those resources are used to maximum effect.

DOMAIN 3: LEADERSHIP AND MANAGEMENT

(continued)

Competence area 3.1: Role model

Rating Scale: **LD** I need a lot of development

SD I need some development

WD I feel I am well developed

NA Is not applicable to my role.

KNOWLEDGE

		LD	SD	WD	NA
1	Knowledge of leadership, facilitation and management styles to communicate, motivate and mobilise people towards shared goals.				
2	Understanding of how to consult, involve, influence and lead the team and others, recognising personal impact on situations and people.				
3	Knowledge of the management of change principles and processes.				
4	Knowledge of the broader influences and relevant power bases internal and external to the organisation.				
5	Knowledge of the principles and processes of facilitating learning in practice, including mentoring and coaching.				
6	Knowledge of advanced interpersonal skills.				

SKILLS

		LD	SD	WD	NA
1	Ability to lead the delivery of a safe service influencing and facilitating change within the ward/department and where appropriate the organisation.				
2	Acts as a role model, creating a culture which supports and empowers staff to contribute to the delivery of safe and effective, person-centred care.				
3	Ability to co-ordinate nursing/midwifery interventions, influencing clinical decisions and monitoring the quality of patient care.				
4	Demonstrates effective interpersonal skills.				
5	Demonstrates clear visibility to the team and others.				
6	Fosters a culture of enquiry that is supportive and facilitative, encouraging creativity and innovation.				
7	Uses critical analysis skills to identify, interpret, and address problems proactively.				

DOMAIN 3: LEADERSHIP AND MANAGEMENT

(continued)

SKILLS (continued)

		LD	SD	WD	NA
8	Acts as a facilitator and manager of change, influencing others as necessary.				
9	Enables and empowers others to develop leadership skills and qualities.				
10	Enables others to develop and apply their knowledge, evidence base and skills relevant to their area of practice.				
11	Ability to lead teams across professional boundaries and organisations, if required.				

ATTITUDES

		LD	SD	WD	NA
1	Shows a willingness to develop the knowledge and skills of others.				
2	Shows willingness to provide effective leadership to support the work of nurses and other health care professionals.				
3	Shows a belief that the role of Ward Sister/Charge Nurse is pivotal in influencing the quality of the care setting.				

DOMAIN 3: LEADERSHIP AND MANAGEMENT

(continued)

Competence area 3.2: Develop team performance

Rating Scale: **LD** I need a lot of development

SD I need some development

WD I feel I am well developed

NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	NA
1	Knowledge of current NMC standards to support learning and assessment in practice.				
2	Knowledge of NHS KSF development review and personal development planning processes.				
3	Knowledge of possible resources to support learners and learning and awareness of how to access these.				
4	Knowledge of how to consult with, involve and influence a team.				
5	Knowledge of clinical supervision including the roles and responsibilities of a supervisor and supervisee.				
6	Knowledge of models of performance management approaches and techniques.				
7	Knowledge of conflict resolution and mediation strategies.				

SKILLS		LD	SD	WD	NA
1	Communicates the team's vision by agreeing values, goals and objectives that relate to the organisation's objectives and which motivates staff to strive for that vision.				
2	Demonstrates availability to staff should they require advice or support.				
3	Effectively communicates and actively engages with the team through meetings, reports, clinical supervision and personal development review meetings.				
4	Supports the learning and development of all staff including students, by creating an environment that supports effective learning and development opportunities.				
5	Manages the nursing/midwifery team effectively, to comply with relevant organisational policies, legislation and Nursing and Midwifery Regulations.				

DOMAIN 3: LEADERSHIP AND MANAGEMENT

(continued)

SKILLS (continued)

		LD	SD	WD	NA
6	Ensures an appropriate skill mix on duty, which affords opportunities for staff development, in a supportive and trusting environment.				
7	Engages team members in application of the audit cycle to develop the clinical learning environment.				
8	Actively promotes and supports reflective practice, formal and/or informal.				
9	Demonstrates the ability to manage conflicts, disputes and difficult situations.				
10	Ability to delegate in a supportive and appropriate manner.				
11	Ability to develop decision making skills within the team.				
12	Proactively engages in team building to enhance performance, satisfaction and quality of care.				
13	Provides and evaluates clinical supervision to relevant health care professionals in response to identified needs.				
14	Ability to recognise the effects of stressors and workload pressures on staff and is skilled in assisting staff to develop strategies.				

ATTITUDES

		LD	SD	WD	NA
1	Displays an attitude of inclusion which respects and values all team members and raises staff morale.				
2	Is committed to team development and helping team members reach their full potential.				
3	Is receptive to change and accepts questioning as a positive aspect of team leadership.				

DOMAIN 3: LEADERSHIP AND MANAGEMENT

(continued)

Competence area 3.3: Manage the ward/department environment

Rating Scale: LD I need a lot of development

SD I need some development

WD I feel I am well developed

NA Is not applicable to my role.

KNOWLEDGE

		LD	SD	WD	NA
1	Knowledge of the factors which impact on effective staff rostering and skill mix when planning, allocating, managing and leading the team.				
2	Understanding of the level of control and responsibility the Ward Sister/Charge Nurse has for the wider ward/department team, e.g. ward clerks and domestic staff and an awareness of the correct processes involved in addressing concerns regarding practice, service delivery and improvement issues.				
3	Understanding of the factors which may impact on service delivery including management directives, budgetary constraints, changes or developments in care practice or requirements.				
4	Understanding of procurement processes e.g. in selection of clinical products/equipment.				
5	Knowledge of the factors that influence nursing and/or midwifery workload and approaches to workload measurement within the ward/department.				
6	Knowledge of the factors which impact upon service improvement and an understanding of how to address these within organisations.				

SKILLS

		LD	SD	WD	NA
1	Displays organisational skills necessary to manage the day to day running of the ward/department in a flexible and efficient manner.				
2	Ability to articulate concerns regarding service delivery in an effective manner within the organisation.				
3	Effective use of relevant information technology.				
4	Ensures that systems are in place to deal with emergencies and unforeseen events, that staff are aware of these and are competent to deal with them if necessary.				

DOMAIN 3: LEADERSHIP AND MANAGEMENT

(continued)

SKILLS (continued)

		LD	SD	WD	NA
5	Ability to roster effectively and creates opportunities for team members to be involved.				
6	Avails of opportunities to allow team members to become involved in managing the practice setting.				
7	Ability to prioritise conflicting demands in the ward/department area.				
8	Delegates appropriate responsibility and authority to ensure the delivery of a safe and effective service.				
9	Interprets and reports workload data using information to guide effective decision-making and supports staff with opportunities to develop their skills in this area.				
10	Formulates reports, business cases and data collection as appropriate.				

ATTITUDES

		LD	SD	WD	NA
1	Shows willingness to ensure compliance by self and and NMC regulations.				
2	Shows a belief that all those employed in health care can contribute positively to the patient/client experience.				

DOMAIN 3: LEADERSHIP AND MANAGEMENT

(continued)

Competence area 3.4: Effective use of resources

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	NA
1	Knowledge of how budgets are set and managed.				
2	Knowledge of how to identify priorities in accordance with the HSC Trust strategic directions.				
3	Knowledge of how to monitor budgetary performance, develop and implement action plans, organise the necessary resources and monitor outcomes.				
4	Knowledge of financial policies and procedures, particularly Standing Financial Instructions, Authorisation Frameworks, Procurement Legislation and associated processes, and Prompt Payment Code.				
5	Knowledge of sound financial governance and probity procedures, particularly concerning patients and clients monies and property, charitable donations and expenditure from charitable funds.				
6	Knowledge of internal financial controls and fraud awareness principles (e.g. verification of authenticity/accuracy of the Staff-in-Post records).				
7	Knowledge of systems for effectively managing stock and safeguarding fixed assets.				

SKILLS		LD	SD	WD	NA
1	Contributes to budget management within the ward/department, to ensure services are managed in accordance with yearly financial instructions.				
2	Demonstrates competence in monitoring and managing the ward/department budget.				
3	Demonstrates sound judgement in assessing and rationalising conflicting priorities and needs.				
4	Identifies, organises and effectively manages the financial and human resources needed to achieve results.				

DOMAIN 3: LEADERSHIP AND MANAGEMENT

(continued)

SKILLS (continued)

		LD	SD	WD	NA
5	Readily adjusts plans and priorities to respond to changing circumstances.				
6	Carries out effective management of resources under shifting priorities to meet expected results within time, budget and quality standards.				
7	Ability to quickly re-allocate resources and reset priorities in response to unexpected events.				
8	Establishes measures to monitor resources and progress of activities as planned.				
9	Relies on goal setting and performance measurement to monitor and enhance staff performance.				
10	Works within allocated resources, yet has ability to challenge constructively, with reference to legislation if necessary.				
11	Promotes the principles of good governance and protects the patient and client, and organisation from financial risk, particularly in respect of patient and client monies and property and charitable funds.				
12	Displays managerial and organisational skills to ensure that products required for patient care/treatment are procured in timely fashion and demonstrate value for money.				

ATTITUDES

		LD	SD	WD	NA
1	Shows a commitment towards effectively managing resources and achieving statutory financial targets.				
2	Demonstrates an attitude of respect when challenging allocation of resources.				

DOMAIN 4: DELIVERY OF ORGANISATIONAL OBJECTIVES

This domain has been mapped against the following KSF dimensions:
Core Dimensions C1, C2, C3, C4, C5 and C6; Specific Dimension G6

Competence area 4.1: Continuous quality and improvement

This competence refers to the knowledge, skills and attitudes required to practice in a way that develops a culture of improved quality among team members by ensuring continuous review and development of practice through the use of audit, supervision, personal reflection and seeking patient/client feedback and to encourage such practice by team members through effective leadership.

Competence area 4.2: Service improvement, development and modernisation

This competence refers to the knowledge, skills and attitudes required to work in collaboration with relevant stakeholders to ensure that nursing/midwifery staff make a valuable contribution to the planning or development of their own service, whilst promoting the involvement of patients/clients.

Competence area 4.3: Staff management

This competence refers to the knowledge, skills and attitudes required to motivate, inspire and support individuals, as necessary, using the relevant organisational policies and procedures.

DOMAIN 4: DELIVERY OF ORGANISATIONAL OBJECTIVES (continued)

Competence area 4.1: Continuous quality improvement

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	NA
1	Knowledge of how to use relevant quality indicators to measure, monitor and evaluate practice.				
2.	Awareness of how to use practice improvement methodologies including PDSA (plan, do, study, act).				
3.	Knowledge of measuring for improvement and interpreting causes of variation.				
4	Knowledge of how to access and use relevant information systems.				
5	Awareness of how to participate in clinical forums and professional groups to forge sustainable partnerships, build on existing knowledge and increase resourcefulness.				

SKILLS		LD	SD	WD	NA
1	Fosters a culture of continuous quality improvement through the use of audit, supervision, personal reflection and patient feedback on practice by self and other members of the team.				
2	Displays organisational skills in capturing information pertaining to quality measures within the ward/department.				
3	Ability to critically analyse the information captured and instigate any measures necessary to address quality concerns if indicated.				
4	Identifies the need for change, leads innovation and manages changes in practice and/or service.				
5	Systematically captures and disseminates learning and best practice at all levels of the service.				
6	Identifies the need for change, leads innovation and manages change.				

DOMAIN 4: DELIVERY OF ORGANISATIONAL OBJECTIVES

(continued)

SKILLS (continued)

		LD	SD	WD	NA
7	Works in collaboration with relevant stakeholders in the planning or development of own service promoting the involvement of patients/clients and carers.				
8	Uses continuous quality improvement approaches to identify gaps and develop services that are evidenced based and meet organisational or government priorities.				
9	Applies critical thinking and analytical skills incorporating critical reflection to the service.				

ATTITUDES

		LD	SD	WD	NA
1	Shows willingness to promote, develop and maintain continuous quality improvement.				
2	Shows willingness to participate in innovations in health care.				

DOMAIN 4: DELIVERY OF ORGANISATIONAL OBJECTIVES (continued)

Competence area 4.2: Service improvement, development and modernisation

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	NA
1	Knowledge and application of DHSSPS and HSC Trust objectives and local delivery plans.				
2	Knowledge of patient/client focus and strategies for public involvement within service improvement activities.				
3	Knowledge of techniques to support effective problem solving.				
4	Knowledge of how to evaluate service developments and delivery.				
5	Understands the broader influences and the relevant power bases within the organisation and the wider community.				
6	Knowledge of how to gather, interpret and articulate evidence which can be used to inform/underpin service improvement.				

SKILLS		LD	SD	WD	NA
1	Reviews and evaluates the local implementation of policy initiatives, identifying areas for change.				
2	Reviews processes / practices to ascertain if there are better ways of working to enhance patient care / service delivery and deliver required efficiencies.				
3	Ability to interpret and apply policy directives to own area of work and professional development, identifying areas for change, monitoring, supporting and guiding others in relation to service issues.				
4	Represents the service perspective in discussions at all levels.				
5	Develops and effectively communicates a vision for service improvement and development.				

DOMAIN 4: DELIVERY OF ORGANISATIONAL OBJECTIVES (continued)

SKILLS (continued)

		LD	SD	WD	NA
6	Works in partnership with relevant stakeholders in the development of service plans.				
7	Demonstrates political astuteness.				
8	Contributes to the collation of data and information to support service improvements.				
9	Collaborates with the right people to ensure the success of service improvements.				
10	Creates and effectively communicates a vision for service development.				
11	Promote a culture of continuous service improvement amongst staff, providing patients/clients satisfaction.				
12	Fosters a culture of enquiry that is supportive and facilitative, encouraging creativity and innovation.				
13	Networks with peers across professional groups promoting the exchange of knowledge, skills and resources.				
14	Develops a proactive and positive working relationship with partnership organisations and staff associations around change issues.				
15	Initiates, leads and manages practice or service development initiatives taking account of relevant research, clinical guidelines and policy.				
16	Participates in debriefing and discussion on service improvements at all levels of the service.				

ATTITUDES

		LD	SD	WD	NA
1	Shows motivation and commitment to the development of services.				
2	Has a questioning attitude to practice and is receptive to change.				

DOMAIN 4: DELIVERY OF ORGANISATIONAL OBJECTIVES (continued)

Competence area 4.3: Staff management

Rating Scale: **LD** I need a lot of development
SD I need some development
WD I feel I am well developed
NA Is not applicable to my role.

KNOWLEDGE		LD	SD	WD	NA
1	Knowledge of the factors that have a positive and negative impact on the behavior and performance of individuals and the team.				
2	Understanding of Human Resource recruitment/ employment policies and procedures and their application.				
3	Understanding of organisational policies and procedures and their application in relation to staff management.				

SKILLS		LD	SD	WD	NA
1	Ability to effectively manage the performance and behaviour of staff using relevant organisational policies and procedures.				
2	Ability to monitor and manage the effects of planned leave e.g. annual leave, study leave etc and staff absence.				
3	Ensures that there is appropriate skill mix and staffing levels for the ward/department.				
4	Recognises stressors including workload pressures which may impact on individual staff and takes appropriate action as per organisational policy.				
5	Motivates, inspires and supports individuals and the team to strive to deliver a safe and effective service working within allocated resources				
6	Liaises with nursing/midwifery managers and heads of nursing on all professional nursing/midwifery issues.				
7	Participates in the recruitment and interviewing of staff.				

DOMAIN 4: DELIVERY OF ORGANISATIONAL OBJECTIVES (continued)

ATTITUDES

		LD	SD	WD	NA
1	Shows willingness to provide leadership to support the nursing/midwifery workforce.				
2	Shows commitment to the ideal of a person-centred quality service, provided by competent caring practitioners, in a safe environment.				



For further information, please contact

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