

SCDLMCA2

Lead and manage change within care services



Overview

This standard identifies the requirements associated with leading and managing change within care services. It includes the implementation of a shared vision for the service provision and using leadership skills to inspire those involved in the service delivery to adapt to changing needs in order to achieve positive outcomes for individuals.

SCDLMCA2

Lead and manage change within care services

Performance criteria

Lead the implementation of a shared vision for the service provision

You must be able to:

- P1 review **relevant information** to identify implications for the development of a shared vision for the service provision
- P2 consult with **individuals, key people** and **others** to develop a shared vision for the service provision
- P3 develop a **communication strategy** to relay the shared vision to individuals, key people and others
- P4 clarify to individuals, key people and others how the delivery of a high quality service and the achievement of positive outcomes is reflected in the shared vision
- P5 use a range of **leadership** styles and approaches to implement the vision in ways that are reflective, flexible, motivating and inclusive
- P6 **manage the operation** of the service and its workers effectively and openly
- P7 identify internal and external barriers that may hinder the service provision fulfilling its vision and achieving positive outcomes for individuals
- P8 take action to address barriers that hinder the achievement of the service provision and positive outcomes for individuals
- P9 recognise and celebrate successes of the service provision
- P10 engage with individuals, key people and others to review and adapt the vision of the service provision to meet its changing needs

Develop a culture within the service provision that is open and facilitates participation

You must be able to:

- P11 develop a culture within the service provision that is open, safe and inclusive and acknowledges and values diversity
- P12 lead practice that facilitates the participation of individuals, key people and others in the service provision
- P13 lead practice that recognises and respects individuals' **background** and preferences
- P14 ensure that individuals, key people and others understand the Code of Practice and how it is used to support best practice in care services
- P15 ensure own and others practice maintains appropriate professional boundaries with individuals, key people and others
- P16 ensure that individuals, key people and others are aware of what can be expected from the service provision and those responsible for delivering it

SCDLMCA2

Lead and manage change within care services

- P17 develop reflective practice within the service provision where individuals, key people and others are able to learn from positive and negative experiences
- P18 recognise practice that contributes to the achievement of agreed service provision performance indicators and positive outcomes for individuals
- P19 encourage innovation and creativity within the service provision
- P20 regularly engage with individuals, key people and others to ensure awareness of any issues that may affect the service provision
- P21 ensure that individuals, key people and others know how they can express compliments and concerns or make complaints about the service provision
- P22 inspire confidence by responding efficiently, positively and constructively to any issues, compliments, concerns or complaints raised by individuals, key people or others
- P23 address poor practice of workers within the service provision

Promote a positive image of the service provision

You must be able to:

- P24 act as a positive role model for individuals, key people and others
- P25 act as an ambassador for the service provision
- P26 present decision makers with clear, accurate, succinct and timely information about positive outcomes achieved by the service provision
- P27 use a range of methods and strategies to promote the service provision as one that inspires confidence and achieves positive outcomes for individuals
- P28 make links between the service provision and other agencies or networks that will support the achievement of its vision and promote positive outcomes for individuals

Lead and manage change within the service provision

You must be able to:

- P29 facilitate a shared understanding of the need for change within the service provision
- P30 **critically analyse** the **challenges** that may arise during the process of change
- P31 critically analyse the **impact** of a proposed change to the viability of the service provision
- P32 produce a **change management plan** that takes account of the identified impact and views of individuals, key people and others
- P33 establish criteria against which the plan can be evaluated
- P34 secure any approvals required for the change management plan

SCDLMCA2

Lead and manage change within care services

- P35 implement a communication strategy to support individuals, key people and others to understand proposed changes
- P36 support individuals, key people and others to cope with change
- P37 agree roles and responsibilities for the implementation of the change management plan
- P38 support others to carry out agreed roles and responsibilities in the change management plan
- P39 adapt the change management plan to address issues as they arise
- P40 establish strategies for ensuring that the quality of service for individuals is maintained during times of change
- P41 agree systems to monitor the effectiveness of the change management plan
- P42 work with individuals, key people and others to review the change management plan against agreed criteria
- P43 **critically evaluate** the outcomes of change for individuals

SCDLMCA2

Lead and manage change within care services

Knowledge and understanding

You need to know and understand:

Rights

- K1 legal and work setting requirements on equality, diversity, discrimination and rights
- K2 your role in developing and maintaining systems, procedures and practices which promote individuals' rights, choices, wellbeing and active participation
- K3 your duty to report any acts or omissions that could infringe the rights of individuals
- K4 how to **critically evaluate** and take informed action against discrimination
- K5 the rights that individuals have to make complaints and be supported to do so
- K6 how to ensure that individuals are informed about the service they can expect to receive
- K7 your role in developing and maintaining systems, procedures and practices which ensure that individuals have access to information about themselves in a format they can understand
- K8 conflicts and dilemmas that may arise in relation to rights and how to address them

Your practice

You need to know and understand:

- K9 legislation, statutory codes, standards, frameworks and guidance relevant to your work, your work setting and the content of this standard
- K10 your own background, experiences and beliefs that may have an impact on your practice
- K11 your own roles, responsibilities and accountabilities with their limits and boundaries
- K12 the roles, responsibilities and accountabilities of others with whom you work
- K13 how to access and work to procedures and agreed ways of working
- K14 the meaning of person-centred/child centred working and the importance of knowing and respecting each person as an individual
- K15 the prime importance of the interests and well-being of the individual
- K16 the individual's cultural and language context
- K17 how to build trust and rapport in a relationship
- K18 how your **power and influence** as a leader and manager can impact on relationships
- K19 the role of independent representation and advocacy for individuals

SCDLMCA2

Lead and manage change within care services

- K20 how to work in ways that promote active participation and maintain individuals' dignity, respect, personal beliefs and preferences
- K21 how to work in ways that achieve positive outcomes for individuals
- K22 how to manage resources to deliver services that meet targets and achieve positive outcomes for individuals
- K23 how to distinguish between **outputs** and **outcomes**
- K24 how to work in partnership with individuals, key people and others
- K25 how to identify and manage ethical conflicts and dilemmas in your work
- K26 how to challenge and address poor practice
- K27 how to address concerns and complaints
- K28 how and when to seek support in situations beyond your experience and expertise
- K29 the nature and impact of **factors that may affect the health, wellbeing and development of individuals** you care for or support
- K30 theories underpinning our understanding of human development and factors that affect it

Personalisation and resources

You need to know and understand:

- K31 how to critically evaluate evidence and knowledge based theories and models of good practice about empowerment and citizen directed services
- K32 how to identify and promote the potential of individuals to use their personal strengths and resources to achieve change
- K33 the value and role of family networks, communities and groups in achieving positive outcomes, and ways to develop them
- K34 the nature of **personalisation** and personalised services, including self directed support
- K35 the range of resources available within informal networks, within the wider community, through formal service provision and through innovation
- K36 how assistive technology can be used to support the independence of individuals
- K37 how to lead, manage and support others to plan, deliver and review personalised services with individuals

Continuing professional development

You need to know and understand:

- K38 principles of reflective practice and why it is important
- K39 your role in developing the professional knowledge and practice of others
- K40 how to promote **evidence based practice**
- K41 methods of managing performance to meet targets and achieve

SCDLMCA2

Lead and manage change within care services

positive outcomes

- K42 how to assess performance
- K43 how to provide constructive feedback to others on their practice and performance
- K44 how to address performance that does not meet required standards
- K45 how to use supervision to support the practice and performance of others
- K46 how to use appraisal to support the practice and performance of others
- K47 systems, procedures and practices for managing workloads
- K48 methods for delegating work

Communication

You need to know and understand:

- K49 factors that can affect communication and language skills and their development in children, young people or adults
- K50 methods to promote effective communication and enable individuals to communicate their needs, views and preferences
- K51 factors that can affect communication within and between organisations
- K52 methods to promote effective communication within and between organisations

Health and Safety

You need to know and understand:

- K53 legal and statutory requirements for health and safety
- K54 your work setting policies and practices for monitoring and maintaining health, safety and security in the work environment

Safe-guarding

You need to know and understand:

- K55 legislation and national policy relating to the safe-guarding and protection of children, young people and adults
- K56 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K57 indicators of potential harm or abuse
- K58 how and when to report any concerns about harm or abuse, poor or discriminatory practice, resources or operational difficulties
- K59 what to do if you have reported concerns but no action is taken to address them
- K60 local systems and multi-disciplinary procedures that relate to safeguarding and protection from harm or abuse
- K61 how to support others who have expressed concerns about harm or abuse

SCDLMCA2

Lead and manage change within care services

Multi-disciplinary working

You need to know and understand:

- K62 the purpose of working with other professionals and agencies
- K63 the remit and responsibilities of other professionals and agencies involved in multi-disciplinary work
- K64 features of multi-disciplinary and interagency communication
- K65 how different philosophies, principles, priorities and codes of practice can affect partnership working

Handling information

You need to know and understand:

- K66 legal requirements, policies and procedures for the security and confidentiality of information
- K67 legal and work setting requirements for recording information and producing reports within timescales
- K68 principles of confidentiality and when to pass on otherwise confidential information
- K69 how to support the effective sharing of information to achieve positive outcomes for individuals
- K70 how to record written information with accuracy, clarity, relevance and an appropriate level of detail
- K71 how to use evidence, fact and knowledge-based opinion to support professional judgements in records and reports
- K72 how and where electronic communications can and should be used for communicating, recording and reporting

Leading and managing practice

You need to know and understand:

- K73 how to **critically analyse** theories about **leadership** and **management**
- K74 standards of practice, service standards and guidance relating to the work setting
- K75 national and local initiatives to promote the well-being of individuals
- K76 models of practice for the use of early interventions
- K77 lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
- K78 methods of supporting others to work with and support individuals, key people and others
- K79 how to lead and manage practice that achieves positive outcomes for individuals
- K80 methods of supporting others to recognise and take informed action against discrimination

SCDLMCA2

Lead and manage change within care services

- K81 how to develop systems, practices, policies and procedures
- K82 how to implement, monitor and evaluate systems, practices, policies and procedures
- K83 how to promote the services and facilities of your work- setting
- K84 techniques for problem solving and innovative thinking
- K85 how to motivate others
- K86 how to critically evaluate evidence and knowledge based theories and models of good practice about change management
- K87 how to use change management techniques

Risk management

You need to know and understand:

- K88 how to critically evaluate principles and frameworks of risk assessment and risk management
- K89 principles of positive risk-taking
- K90 how to lead others to develop practice that supports positive risk-taking

Managing people

You need to know and understand:

- K91 legal and work-setting requirements for **employment practices**
- K92 internal and external governance arrangements for the work-setting
- K93 factors that can lead to pressures on the service, individual and team performance
- K94 how to manage time, resources and workload of self and others
- K95 how to manage team dynamics
- K96 how to create a culture that promotes openness, creativity and problem solving
- K97 how to create a culture that supports people to embrace change

Specific to this NOS

You need to know and understand:

- K98 how to critically evaluate leadership and management methods, principles and approaches relevant to supporting change
- K99 how to critically evaluate literature, research, theories and models about change
- K100 theories and evidence based practice related to the impact of change on the achievement of positive outcomes for individuals and their well being
- K101 the impact of external drivers on changes to the service provision
- K102 how to use impact assessments when managing change
- K103 how to use open and participatory management to influence positive responses to change

SCDLMCA2

Lead and manage change within care services

- K104 how to overcome barriers to change
- K105 methods of managing, leading and developing practice in the context of expected and unexpected change
- K106 how to create a vision that is practical, understandable and inspiring
- K107 factors which may impact on the development and agreement of a shared vision for the service provision

SCDLMCA2

Lead and manage change within care services

Additional Information

Scope/range related to performance criteria

The details in this field are explanatory statements of scope and/or examples of possible contexts in which the NOS may apply; they are not to be regarded as range statements required for achievement of the NOS

A person's **background** is the individual's unique mix of personal experiences, history, culture, beliefs, preferences, family relationships, informal networks and community

Challenges may include: anxiety; stress; resistance; fear; resources; competence

Change management plan may include: a workforce development plan; a resources plan; a support plan for individuals and others affected by the change; a communication plan; contingency plans; risk management plan, impact assessments

Communication strategy will reflect the needs and preferences of its audiences and may incorporate: using a range of styles and formats; adjusting the pace of information giving; repeating key messages over time; clarifying and summarising key points; updating information as necessary

Critically analyse is to examine something closely such as a policy, procedure, theory, complex situation, problem or an approach to practice – identifying the parts or issues that contribute to the whole product, situation or idea and determining how these different parts affect the quality of the whole product or how the individual issues affect the overall situation

Critical analysis involves a weighing-up of the factors concerned, for their contribution of strengths / weaknesses or advantages / disadvantages of a product or in a situation. Critical analysis is part of the process of understanding issues and developing original and creative responses

Critically evaluate is to weigh arguments for and against something, assessing all evidence, this could relate to factors such as models of care service delivery, policy development, theories, approaches to practice

Critical evaluation requires a weighing up and making judgements on factors such as currency, relevance, validity, outcomes, cost, sustainability, risk, and fitness-for-purpose of a product or a service against other products, services or ideas, using relevant criteria to frame the evaluation and inform decision-making

Impact may include: risks; costs; benefits

SCDLMCA2

Lead and manage change within care services

The **individual** is the person you support or care for in your work

Key people are those who are important to an individual and who can make a difference to his or her well-being. Key people may include family, friends, carers and others with whom the individual has a supportive relationship

Leadership is 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

Manage the operation would include how the service is organised, managed, resourced and staffed in ways that provide best quality care and support the achievement of positive outcomes for individuals

Others are workers that you manage, your colleagues and other professionals whose work contributes to the individual's well-being and who enable you to carry out your role

Relevant information could include legislation; regulation; local and national policies and guidance; the strategic plan and overall vision of the organisation; the governance framework of the organisation; current research and emerging trends related to the purpose and functions of the service provision

Viability would include the ability of the provision to sustain its activities in terms of financial, human, physical and environmental requirements and services in both rapidly changing and planned circumstances

SCDLMCA2

Lead and manage change within care services

Scope/range related to knowledge and understanding

The details in this field are explanatory statements of scope and/or examples of possible contexts in which the NOS may apply; they are not to be regarded as range statement required for achievement of the NOS.

All knowledge statements must be applied in the context of this standard.

In relation to all knowledge statements you need to know and understand the specified areas of knowledge and be able to critically apply the knowledge and understanding in your leadership and management practice

Critically analyse is to examine something closely such as a policy, procedure, theory, complex situation, problem or an approach to practice – identifying the parts or issues that contribute to the whole product, situation or idea and determining how these different parts affect the quality of the whole product or how the individual issues affect the overall situation

Critical analysis involves a weighing-up of the factors concerned, for their contribution of strengths / weaknesses or advantages / disadvantages of a product or in a situation. Critical analysis is part of the process of understanding issues and developing original and creative responses

Critically evaluate is to weigh arguments for and against something, assessing all evidence, this could relate to factors such as models of care service delivery, policy development, theories, approaches to practice

Critical evaluation requires a weighing up and making judgements on factors such as currency, relevance, validity, outcomes, cost, sustainability, risk, and fitness-for-purpose of a product or a service against other products, services or ideas, using relevant criteria to frame the evaluation and inform decision-making

Employment practices should include recruitment, performance management, disciplinary procedures, grievance procedures

Evidence based practice uses systems, processes and 'practice wisdom' that has been proved to be effective in supporting the achievement of positive outcomes. Evidence may have been drawn from a variety of sources: research, both formal and informal, and the views and opinions of individuals, key people and those involved in the delivery of care services

Factors that may affect the health, wellbeing and development may include adverse circumstances or trauma before or during birth; autistic spectrum disorder; dementia; family circumstances; frailty; harm or abuse; injury; learning disability; medical conditions (chronic or acute); mental health;

SCDLMCA2

Lead and manage change within care services

physical disability; physical ill health; poverty; profound or complex needs; sensory needs; social deprivation; substance misuse

Leadership is the ability to provide strategic direction and a sense of purpose. Effective leaders create a sense of trust, confidence and belief, inspiring people to adopt the values and behaviours they promote. They are innovative, creative and motivating

Management is the ability to set the operational direction and organise the effective running of the service provision to meet the overall service needs including ethical, legislative, regulatory and organisational requirements. Effective managers facilitate and organise resources in order to optimise the performance of others, allowing them to carry out tasks and achieve goals efficiently and effectively. They provide clarity and accountability that enable teams to meet their objectives

Outcomes are the changes or differences that individuals or care services are trying to achieve. Hard outcomes are changes that are clear and obvious, or those that involve a visible change in people's behaviour or circumstances. Soft outcomes are changes that are less easy to observe and measure, or those that involve more subtle changes inside people such as a change in someone's attitude, sense of well-being or how they see or feel about themselves

Outputs are the tangible products, services or facilities that are a result of organisational activities or the activities of those involved in the delivery of the service provision. Outputs may be used to achieve outcomes

Personalisation can be defined as 'changing the power balance so that each person really does have choice and control over the care services that they want. From being a recipient of services, individuals become involved in selecting and shaping the services they use'. Personalisation is a social care approach that encompasses citizen-directed support; self-directed support; the use of direct payments or personal budgets; the provision of accessible information and advice on care and support and the promotion of independence and self-reliance amongst individuals and communities

Depending on how it is used the **power and influence** of leaders and managers may have either a positive or negative effect upon relationships

SCDLMCA2

Lead and manage change within care services

Values

Adherence to codes of practice or conduct where applicable to your role and the principles and values that underpin your work setting, including the rights of children, young people and adults. These include the rights:

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

SCDLMCA2

Lead and manage change within care services

Developed by	Skills for Care and Development
Version number	1
Date approved	January 2013
Indicative review date	January 2016
Validity	Current
Status	Original
Originating organisation	Skills for Care and Development
Original URN	LMCA2
Relevant occupations	Health and Social Care; Managers and Senior Officials; Health and Social Services Officers; Childcare and Related Personal Services;
Suite	Leadership and Management in Care Services
Key words	Leading; managing change; care services; positive outcomes for individuals