



FIRST CONTACT CLINICAL
ENABLING HEALTHY BEHAVIOUR CHANGE

Personalised Care Practitioners Competency Framework

This includes Social Prescribing Practitioners (Link Worker, Link Worker Coach, Psychosocial Link Worker and Community Centred Development Link Worker), Health and Wellbeing Coaches and Care Coordinators. It also includes Locality Lead and Cluster Lead positions.

FIRST CONTACT CLINICAL

28 October 2020

Practitioner Skills

Practitioners require competences to deliver interventions to change lifestyle behaviours that affect health. Practitioners are required to take a holistic approach which supports a person's choices, wishes and needs as far as possible, enabling them to be in control of their own life. "What matters to you?" Our framework is designed to support a tiered approach to interventions for behaviour change, across different behaviours, to different people and groups of people.

Link Worker and Care Coordinator

- Demonstrate conversations skills adhering to an evidence-based framework
- Ability to engage an individual through active and empathic listening, adapting your communication method to meet their preferences and needs to build trust and rapport that creates and maintains a safe and positive relationship (ENGAGE)
- Manage differing agendas and expectations and maintain focus within a session (FOCUS)
- Ability to provide person centred support, helping individuals identify and utilise their own strengths and resources to achieve their wellbeing goals (EVOKE)
- Co-develop a personalised care and support plan/conversation with the individual that includes realistic and measurable goals, milestones and review points (PLAN)
- Ability to use tools to support people to have a shared decision-making conversation
- Work within and maintain clear boundaries of the role
- Maintain a calm and sensitive approach when dealing with people in distress
- Be able to close a professional relationship with individuals
- Recognise the symptoms and behaviours indicating a mental health crisis and have the ability to seek appropriate support
- Understand the importance of brief advice to promote healthy lifestyles and self-management behaviours including an awareness of screening and immunisation programmes
- Perform a basic holistic assessment of an individual's needs, including identifying the wider determinants and factors impacting on the individual's wellbeing and barriers to change
- Using simple health literate communication techniques such as teach-back
- Demonstrate an understanding of patient activation and the ability to monitor progress using agreed tools including PAM, Wellbeing Star and WEMWBS

- Be able to manage your own caseload of individuals
- Ability to adapt and effectively use practitioner skills in differing environments such as face to face or remote settings (telephone or video)

Link Worker Coach

(in addition to the above)

- Ability to explain theory underpinning the practice of the health coaching approach, health behaviour change mindset and its limitations
- Be able to adapt in response to an individual's presentation and apply the most appropriate models of health coaching (tools, conversation frameworks and techniques such as MI, SFA and CBT) to ensure continuity of care
- Ability to appropriately pace a conversation and an intervention to the individual's needs including managing resistance to change and ambivalence
- Understand how to apply health coaching in group settings

Psychosocial Link Worker

(in addition to the above)

- Experience of working with vulnerable adults or those from a disadvantaged community
- Be able to apply the most appropriate models of health coaching in a flexible and coherent way, selecting what is most appropriate whilst adapting to an individual's needs, including when faced with counter-productive behaviours
- Demonstrate a range of tools, conversation frameworks and techniques which you are able to implement and support with theory, across differing levels of intensity and complexity across all health behaviours
- Be able to identify, prioritise and appropriately respond to an individual's complex physical health, mental health and social care needs

Enabling Access to Support in the Community

An awareness of the support that exist within a community is essential if Practitioners are to enable people to access services, activities and groups that are appropriate to their needs and preferences. A person's needs may not necessarily be best met by traditional health and social service professionals. This 'local intelligence' is actively and continually grown by the Practitioners themselves through asset mapping activities.

Link Worker and Care Coordinator

- Demonstrate a strong awareness and understanding of when it is appropriate or necessary to connect people to health or social care professionals or to other agencies, when what the person needs are beyond the scope of the Link Worker role
- Understanding the composition of communities - infrastructure, demographics, support networks available
- Facilitate an introduction for people when appropriate and when consent has been given
- Ability to access up to date, accurate information for a range of assets to provide support to someone
- Demonstrate initiative in finding and setting up new links with new and existing local assets
- Contribute to the recording and updating of local directories, provide timely feedback to colleagues around issues relating to access to assets
- Share intelligence regarding any gaps or problems identified in local provision, including barriers to accessing support
- Share intelligence with non-clinical and clinical staff on what other services are available within the community and how and when patients can access them

Link Worker Coach and Psychosocial Link Worker

(in addition to the above)

- Confidence to challenge colleagues on professional boundaries and provide support to recognise when necessary to refer to another professional
- Identify gaps in provision and provide timely feedback to relevant stakeholders to help improve assets
- Demonstrate persistence and resilience when faced with barriers to accessing services

Community-Centred Development Role

(in addition to the above)

- Demonstrate a strong awareness of community-centred approaches for health and wellbeing
- Ability to identify and proactively reach people from all communities, in particular marginalised groups
- Ability to support the development of small volunteer-led community groups and services where needed to address gaps in community provision
- Ability to work with others to reduce hierarchies and implement creative solutions to community issues
- Develop opportunities for people to volunteer within our services that build on their skills and confidence
- Develop capacity within community groups to be part of the social prescribing system

Personal Development and Learning and Supervision

Practitioners need to be committed to our culture of continuous learning and be enthusiastic to apply new knowledge and skills. Practitioners learn significantly through experience, therefore reflection on practice (as an individual and as a team) are essential competencies to ensure personal and service development. For support to be person-centred and to meet the needs of an individual, Practitioners must demonstrate a range of underpinning knowledge and practice across a range of areas.

Link Worker and Care Coordinator

- Understand own role, responsibilities and purpose of the service and where the organisation fits within the broader context of NHS and social care systems
- Demonstrate commitment to learn and develop within the role, taking personal responsibility for self-reflection and engage with personal development and learning processes including supervision, appraisal, line management and caseload management
- Engage with group learning process including team meetings, action learning sets and peer supervision
- Understand and engage in quality improvement
- Work flexibly and enthusiastically within a team or on own initiative
- Demonstrate maintaining up to date knowledge of relevant policy and practice
- Be able to identify individuals at risk or vulnerable and be able to initiate internal and local procedures accordingly (e.g. safeguarding)
- Demonstrate an understanding of relevant legislation, for example Data Protection Act, Care Act and Mental Capacity Act

Link Worker Coach

(in addition to the above)

- Contribute to the delivery of education, training and supervision of others
- Provide supportive and constructive feedback to other staff

Psychosocial Link Worker

(in addition to the above)

- Contribute to the planning and development of education, training and supervision of other staff and the organisation
- Co-ordinate and conduct formal shadowing of and feedback to other staff as part of their continuous learning and development and inform future training needs of the team

Leadership

Leaders pay attention to the challenges faced by the team and the people we work so that we can make sense of and understand them together. Leaders engage in coaching conversations that support staff to discover and test solutions themselves. Leaders empathise with those they lead, providing a safe environment in which staff can take safe risks, test out new ideas and fail – which is a necessary step in learning and innovation. Leaders take thoughtful and intelligent action that engages and involves staff along the improvement process of ideation, evaluation and implementation. Leaders demonstrate the competencies of compassionate leadership.

- Demonstrate self-compassion and self-awareness, ‘be a spectator to your own thoughts, especially when you become emotional’.
- Demonstrate awareness of your own strengths and weaknesses.
- Ability to put yourself in the shoes of the people you lead, enabling a better understanding of the impact your own actions and behaviours will have on your team.
- Demonstrate listening with fascination and to understand the challenges staff face through open and honest dialogue.
- Ability to involve, listen, understand, empathise and support everyone in the team – demonstrating a consistent approach to leadership.
- Ability to encourage creativity and innovative thinking within the team, supporting everyone to contribute and shape our work.
- Demonstrate authenticity, openness, humility, and remain optimistic.
- Ability to support each team member to deliver their role in a way that plays to their strengths and supporting them to thrive and overcome any challenges they face.
- Ability to bring together a team with diverse knowledge skills and experience, and enable contribution from all members of the team
- Ability to make employees feel accountable for their work, providing feedback along the way.
- Ability to share leadership and to work across leadership boundaries.

Professionalism and Communication

Practitioners working at all levels are required to demonstrate professional behaviour, attitude and attributes that support person-centre care. We require a commitment to develop expertise, self-awareness and working with integrity. Effective communication underpins person-centred care and helps build lasting, trusting relationships. Practitioners are required to communicate effectively in verbal and written form, with a wide range of people and professionals from different cultural and organisational backgrounds, including health, social and voluntary sectors.

Link Worker

- Ability to explain and promote the service to individuals external to the organisation
- Ability to communicate clearly, sensitively and effectively both verbally and in writing with individuals at all levels
- Demonstrate good negotiation and problem-solving skills when working alongside partner agencies
- Represent yourself and the organisation in a positive manner at all external events and training
- Ability to interact with people from all backgrounds and communities, in a non-judgemental way, respecting lifestyles and diversity
- Be able to build trusting and professional relationships with colleagues
- Demonstrate self-awareness of your own bias (upon reflection)
- Be able to recognise inappropriate or ineffective relationships and respond accordingly

Link Worker Coach

(in addition to the above)

- Ability to confidently communicate with and promote the service to external multi-disciplinary teams and within group settings
- Effectively communicate a person's needs in a multi-disciplinary meeting
- Ability to recognise and manage conflict and reduce stress and anger
- Demonstrate self-awareness of your own bias (in action)
- Be able to manage inappropriate or ineffective relationships and respond accordingly

Psychosocial Link Worker

(in addition to the above)

- Manage conflict, between colleagues and with other agencies in a positive and diplomatic manner demonstrating the ability to harness the positive aspects to enhance learning and improve outcomes
- Effectively lead a multi-disciplinary meeting, have the ability and confidence to communicate sensitive and complex information and oversee agreed actions
- Proactively identify opportunities for colleagues to network and develop cross-sector relationships including collaborating with others in a mutually beneficial way
- Demonstrate self-awareness of your own bias in action (and respond appropriately within the moment)

Care coordinator

(in addition to the above)

- Ability to coordinate effectively and directly with all the relevant services ensuring that there are no gaps in service provision
- Support the coordination and delivery of MDTs

Data, Information and Technical Skills

Accurate and accessible information and data underpin effective provision. Excellent communication with people, carers and other agencies can lead to improved experience and safety for the people we work with. Practitioners need to be able to appropriately use electronic records and systems to access, input, store and retrieve information. Data is important for service evaluation and improvement.

Link Worker and Care Coordinator

- Competent user of IT systems including Microsoft Office, clinical systems, data management, remote working platforms and the internet
- Apply the principles of data protection, working within legal limitations and company policies with access, storage and sharing of data
- Write and maintain clear, accurate records of people's data in required formats
- Analyse and present data and information to colleagues
- Organise, plan and prioritise on own initiative, including when under pressure and meeting deadlines, administrative tasks such as appointment, diaries and patient registers
- Research and interpret relevant information from a range of resources
- Understand the principles of and participate in audits and quality improvement
- Monitor progress and outcomes to evaluate impact using agreed tools and systems

Link Worker Coach

(in addition to the above)

- Analyse and present complex data and information to other stakeholders
- Research and critically appraise information from a range of resources
- Evaluate data including experience and outcomes to improve services

Psychosocial Link Worker

(in addition to the above)

- Assess and evaluate impact of the service to inform improvement and demonstrate impact
- Evaluate the validity and potential bias of information

- Use audits and monitor standards to design quality improvement tests and contribute to strategic planning issues

Mandatory Requirements

Due to the key responsibilities of a Link Worker role some requirements are mandatory.

All Roles

- Full driving license, access to own transport and ability to travel across the locality on a regular basis
- Willingness to visit people in their own homes, including lone-working supported by a risk assessment
- Meet DBS reference standards and have a clear criminal record, in line with the law on spent convictions