

LMCA2 Facilitate and manage change within care services through reflective, motivating and flexible leadership

Elements of Competence

LMC A2.1 Develop and lead the implementation of a shared vision for your provision

LMC A2.2 Develop a culture that is open and facilitates participation

LMC A2.3 Promote a positive image of your provision and its contribution to the lives of people

About this unit

This unit is for leaders and managers of care services. It is about providing effective leadership for care services provision in an environment which is continually changing

Scope

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

People include:

- adults using care services, their families, carers, groups and communities
- children and young people using care services, their parents/carers, families, carers, groups and communities

Preferred communication methods and language including: people's preferred spoken language; the use of signs; symbols; pictures; writing; objects of reference; communication passports; other non verbal forms of communication; human and technological aids to communication; pre-verbal utterances in infants and young children

Relevant documents and materials include: literature; policies and vision of the service; documents and research related to evidence-based practice

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

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

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

Values underpinning the whole of the unit

The values underpinning this unit have been derived from the key purpose statement, relevant service standards and codes of practice for health and social care in the four UK countries. To achieve this unit you must demonstrate that you have applied the principles required for the management of care services outlined in LMCB1

Key Words and Concepts

This section provides explanations and definitions of the key words and concepts used in this unit. In occupational standards it is quite common to find words or phrases used which you will be familiar with, but which, in the detail of the standards, may be used in a very particular way. **Therefore, we would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required**

Abuse	Abuse is causing physical, emotional, sexual and/or financial harm to an individual and/or failing/neglecting to protect them from harm. This could be at a personal or institutional level
Culture	A shared set of ideas, beliefs, values and knowledge which underpins behaviour
Effectively communicate	Using the most appropriate methods to support people, workers and relevant others to understand information, conveying it in people's preferred spoken language; the use of signs, symbols, pictures, writing, objects of reference, communication passports, other non verbal forms of communication, human and technological aids to communication
Governance	The way in which the provision is governed and directed as required by legislation, regulation, standards and guidance
Independent representation and advocacy	Where the views, wishes and concerns of the adult/child/young person are communicated by another person, either through someone independently representing their wishes, or someone acting as their advocate
Informed action	Actions taken about poor practice on the basis of your knowledge of good practice and professional codes and in relation to information received and investigated
Lead	To guide and inspire the work of the provision, through gaining the respect and trust of people and workers
Leadership	The ability to provide a model of best practice that is creative, innovative, motivating and flexible and supports people to follow by example and through respect
Management	The ability to lead and organise the effective running of the provision and to meet the overall service needs and those required by legislation, regulation, registration and inspection. Effective managers are able to solve problems, balance the needs of all within the provision, to manage competing demands and to cope under stress
Networks	Groups within the locality, regionally or nationally that have a specific focus which will help to support the needs and preferences of people within the provision
Organisational requirements	Aspects of policy, procedure and practice that are required by the service and the provision
Partnership	Working effectively together with people, professionals, agencies and organisations to enhance the well being of people and support positive and improved outcomes

People	<p>For adults, people includes adults using care services, their advocates, their families, carers, significant others, groups and communities</p> <p>For children and young people, people includes the children and young people using care services, their advocates, their parents/carers, their families, teachers, college lecturers, significant others, groups and communities</p>
Positive outcomes	<p>Beneficial outcomes for adults as specified in regulation and guidance for each of the countries of the UK and agreed as appropriate with and for each person within the provision. They include:</p> <ul style="list-style-type: none"> • improved health, emotional well being and quality of life • staying safe and being free from discrimination and harassment • enjoying, achieving and making a positive contribution • exercising choice and control • achieving economic well being, dignity and respect <p>Beneficial outcomes for children and young people as specified in the regulation of each of the countries of the UK and as agreed with children and young people. They include:</p> <ul style="list-style-type: none"> • being healthy • staying safe • enjoying and achieving • making a positive contribution • achieving economic well being
Provision	The specific unit or part of the service for which you have leadership and management responsibilities
Relevant others	Key people within and outside the provision with whom it is beneficial to work and who can influence the provision and the outcomes for the provision and people within it
Resources	The assets of the provision: financial, human, physical and environmental
Rights	<p>The rights of:</p> <ul style="list-style-type: none"> • adults are those embodied in the United Nations Universal Declaration of Human Rights • children and young people are those embodied in the United Nations Convention on the Rights of the Child <p>These include rights under the social care codes of practice that everyone should be: respected (in terms of their beliefs, culture and values); treated and valued equally, not be discriminated against; treated as an individual; treated in a dignified way; socially included; included in activities; protected from danger and harm; cared for in a way they choose; have privacy and access to information about themselves and be able to communicate using their preferred methods of communication and language</p>
Role model	When you demonstrate best practice through your own behaviour, attitudes, actions and practice. It allows workers, people and others to emulate your model

Service	The overall organisation, agency or service within which your specific provision resides and for which you are the manager
Take informed action against discrimination	Actions taken about discrimination on the basis of your knowledge of good practice, legal requirements and professional codes and in relation to information received and investigated
Vision	A shared view of the future of the provision that is stimulating and motivating, takes account of continually changing needs of the provision and all within and inspires all who may be involved in or associated with the provision
Workers	Those supporting people within the provision who are paid or unpaid, contractual or non-contractual

LMC A2.1 Develop and lead the implementation of a shared vision for your provision

Performance Criteria

You need to show that,

- a. you review relevant information to identify its implication for the development of your provision's **vision**
- b. you actively consult and engage with **people, workers and relevant others** to:
 - develop and implement a shared vision for your **provision**
 - adapt the vision to meet the changing needs of your provision
- c. you **effectively communicate** your provision's vision to relevant individuals and organisations, illustrating how:
 - the vision of the provision links to that of the **service**
 - the vision can be implemented and achieved by yourself working with people, workers and relevant others
- d. you use a range of **leadership** styles and approaches to implement the vision that:
 - are reflective, flexible, motivating and inclusive
 - manage your provision's workers and operation effectively and openly
 - enable your provision to be organised, managed, resourced and staffed in ways that provide best quality care and support and that support the achievement of **positive outcomes** for people
 - facilitate timely intervention to prevent and manage crises
 - respond effectively to expected and unexpected changes
 - support beneficial innovation and change
 - prepare people, workers and relevant others for, and supports them through change

LMC A2.2 Develop a culture that is open and facilitates participation

Performance Criteria

You need to show that,

- a. you develop and maintain an open, safe and inclusive **culture**:
 - that develops and maintains good practice
 - where **informed action** can be taken to deal with poor practice
 - that enables people, workers and relevant others to learn from positive, neutral and negative experiences
 - that recognises and rewards innovative practice that achieves agreed performance indicators and positive outcomes for people, whilst complying with legislation, regulation, inspection and **organisational requirements**
 - that acknowledges and values the diversity of people and workers
- b. you support workers and relevant others to understand the values and sensibilities of people within your provision and the dilemmas they may face

- c. you provide clear guidance for, and demonstrate in practice, appropriate personal and professional boundaries between yourself, people, workers and relevant others
- d. you ensure people, workers and relevant others are informed about:
 - your role
 - what they have a right to expect of you, your provision and service
 - how you and other workers can be contacted and accessed
 - their roles and responsibilities and the support they can expect
 - the policies and procedures of your provision
 - how information will be communicated
 - the reporting and recording policies, procedures and practices for your provision
 - the procedures and practices for the security, confidentiality and sharing of information
 - procedures and practices for making comments and complaints
- e. you actively communicate with, and listen to people, workers and relevant others to ensure you are aware of any issues that may affect your provision
- f. you ensure people are confident that any issues raised with yourself and your workers will be listened to and responded to efficiently, positively and constructively

LMC A2.3 Promote a positive image of your provision and its contribution to the lives of people

Performance Criteria

You need to show that,

- a. you act as a positive **role model** for people, workers and relevant others
- b. you ensure people, workers and relevant others are aware of and are working towards the vision
- c. you present decision makers with clear, accurate, succinct and timely information about the positive outcomes from your provision and its contribution to the service
- d. you use appropriate methods and strategies to promote your provision as one that inspires confidence and achieves positive outcomes for people
- e. you identify and seek to overcome individual and organisational barriers that may hinder:
 - improvements for your provision
 - opportunities for people and workers within your provision
 - positive outcomes and achievements for people
- f. you identify and take opportunities to link your provision to other services and **networks** that will support the achievement of its vision and promote positive outcomes for people

Knowledge Specification for the whole of this unit

Competent leadership and management practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent leadership and management in the performance described in this unit.

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

You need to provide evidence for ALL knowledge points listed below.

You need to show that you know, understand and can apply in your management practice:	
Values	
1.	Legal and organisational requirements on equality, diversity, discrimination, rights , confidentiality and sharing of information in relation to leadership within your provision
2.	Knowledge and practice that underpin the holistic person-centred approach which enable you to lead and manage your provision flexibility and effectively through change in ways that: <ul style="list-style-type: none">• place the people's preferences at the centre of everything you do whilst considering their best interests• provide active support for people• ensure people have access to information about themselves in a format that they can understand• provide opportunities for independent representation and advocacy• use a person's preferred communication methods and language• recognise the uniqueness of people and their circumstances• empower people to take responsibility (within any restrictions placed upon them) and communicate their decisions about their own lives, as far as they are able
3.	How to critically evaluate and take informed action against discrimination when leading your provision
4.	How to support people, workers and relevant others to recognise and take informed action against discrimination within your provision
Legislation and policy	
5.	Regulation, inspection requirements, codes of practice and conduct, standards and guidance for employers and employees, relevant to: <ul style="list-style-type: none">• your provision• your own roles, responsibilities and accountability• the roles, responsibilities and accountability of others in relation to the leadership of your provision
6.	Current local, national, UK, European and international legislation, standards, guidance and organisational requirements for the leadership and management of your provision including: <ul style="list-style-type: none">• the need to achieve positive outcomes for people• the need to safeguard and protect people from all forms of danger, harm and abuse• employment practices for the provision and service

- your provision's **governance** arrangements
- data protection, recording and reporting
- making and dealing with comments and complaints to improve services
- whistle blowing
- **partnership** and other types of working
- promoting your provision's services and facilities

7. Organisational requirements for recording and reporting, including:
- how reports and records should be accessed, manually and through Information and Communication Technologies (ICT)
 - how to ensure that records and reports do not contribute to labelling and stigmatisation
 - the security requirements for different records and reports
 - the requirements for producing, finalising and sharing different types of records and reports appropriately and within required timescales
 - types of data, information and presentation methods appropriate to specific records and reports and the specific needs of people
 - the importance of identifying whether the source is based on evidence, fact or knowledge-based opinion
 - how and when to use evidence, fact and knowledge-based opinion to support professional judgement in records and reports

8. How to implement, evaluate and influence the future development of management policies, systems, processes and procedures within your provision in the context of continual change

9. How to communicate to workers and teams how their work contributes to achieving:
- the vision and objectives of the provision
 - the values and goals of the service

10. Organisational requirements, policies, procedures and practices that can help and hinder effective leadership

Leadership and management theory and practice

11. How to critically evaluate and implement best practice using up-to-date knowledge of:
- literature related to leadership of your provision, leadership styles and change management in care services
 - open and participatory management and how to overcome barriers to change
 - ethical leadership in the context of your provision and people
 - leadership and management methods, principles and approaches relevant to care services
 - government reports, inquiries and research relevant to leadership and management of your provision
 - evidence and knowledge-based theories and models of good practice in leadership and management of your provision
 - lessons learned for leadership and management of care services generally, and of your provision, from successful interventions and serious failure of service and practice
 - the experiences of people within your provision that can contribute to effective leadership in a context of continual change

12. Performance management and quality requirements, procedures, criteria, methods and indicators relevant to leading and accommodating change within your provision
13. Methods of managing, leading and developing practice in the context of rapid, continual and expected change including: <ul style="list-style-type: none"> • how you consult with people, workers and relevant others • how you promote the participation and involvement of people • how you support, supervise and develop staff to cope with and support change • the impact on your provision of organisational behaviour • group and individual processes and how these can help and hinder change • how power relationships can be used and abused when leading the provision and within a changing environment
14. How to plan, lead and manage resources within a continually changing environment and the impact any changes may have on: <ul style="list-style-type: none"> • the delivery of services • the achievement of targets • the achievement of positive outcomes
15. Different types of change and their implications for the leadership and management of your provision
16. How psychological, socio-economic, cultural and environmental factors of those within the provision can impact on your leadership
17. How and where technology should be used to support leadership and change within your provision
18. The impact of social policy and social attitudes on your provision
19. How to create a vision that is practical, understandable and that everyone can be committed to
20. The environmental and organisational factors which may impact on the development and agreement of a shared vision for your provision
21. How open and participatory leadership can contribute to developing an open culture and implementing a shared vision for the provision in the context of rapid, continual and expected change
22. How role modelling can provide a positive image for your provision
23. Principles, methods and techniques for leading teams and groups
24. Effective methods of delegation
25. How to lead and manage a diverse provision and workforce
26. Methods and techniques for: <ul style="list-style-type: none"> • evaluating your own strengths and weaknesses as a leader • working with external management and governance on ethical and moral dilemmas and public concerns
27. How to manage differing perspectives, conflicts and ethical dilemmas
28. How to create and maintain a culture that: <ul style="list-style-type: none"> • promotes openness, creativity and problem solving • motivates people, workers and relevant others to contribute to developing the vision and culture of your provision