

**LMC E1      Lead and manage effective communication that promotes positive outcomes for people within care services**

**Elements of Competence**

**LMC E1.1      Manage effective communication**

**LMC E1.2      Ensure that management information systems support the delivery of positive outcomes for people and your provision**

**LMC E1.3      Manage and maintain recording and reporting systems and procedures and use them effectively**

**About this unit**

This unit is for leaders and managers of care services. It is about leading and managing a care services provision, where communication is effective and supports positive outcomes for people

**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

**Additional support** could include: advocacy; independent representation; interpreters; individuals who are expert in specific communication methods

**Communication** using: 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

**Difficult, complex and sensitive communications** are likely to be: distressing; traumatic; frightening; threatening; pose a risk to and/or have serious implications for the individuals and/or key people; communications that might be difficult to understand and assimilate; communications on sensitive issues would include issues of a personal nature

**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

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

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

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.**

<b>Abuse</b>	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
<b>Governance</b>	The way in which the provision is governed and directed as required by legislation, regulation, standards and guidance
<b>Independent representation and advocacy</b>	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
<b>Leadership</b>	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
<b>Management</b>	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
<b>Organisational requirements</b>	Aspects of policy, procedure and practice that are required by the service and the provision
<b>Partnership</b>	Working effectively together with people, professionals, agencies and organisations to enhance the well being of people and support positive and improved outcomes
<b>People</b>	For adults, people includes adults using care services, their advocates, their families, carers, significant others, groups and communities For children and young people, people includes the children and young people using care services, their advocates, their parents/carers, their families, teachers, college lecturers, significant others, groups and communities
<b>Positive outcomes</b>	Beneficial outcomes for adults as specified in regulation and guidance for each of the countries of the UK and agreed as appropriate with and for each person within the provision. They include: <ul style="list-style-type: none"> <li>• improved health, emotional well being and quality of life</li> <li>• staying safe and being free from discrimination and harassment</li> <li>• enjoying, achieving and making a positive contribution</li> <li>• exercising choice and control</li> </ul>

	<ul style="list-style-type: none"> <li>• achieving economic well being, dignity and respect</li> </ul> <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"> <li>• being healthy</li> <li>• staying safe</li> <li>• enjoying and achieving</li> <li>• making a positive contribution</li> <li>• achieving economic well being</li> </ul>
<b>Management information systems</b>	Computer based systems that support the management of information
<b>Provision</b>	The specific unit or part of the service for which you have leadership and management responsibilities
<b>Relevant others</b>	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
<b>Resources</b>	The assets of the provision: financial, human, physical and environmental
<b>Rights</b>	<p>The rights of:</p> <ul style="list-style-type: none"> <li>• adults are those embodied in the United Nations Universal Declaration of Human Rights</li> <li>• children and young people are those embodied in the United Nations Convention on the Rights of the Child</li> </ul> <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>
<b>Service</b>	The overall organisation, agency or service within which your specific provision resides and for which you are the manager
<b>Supervision</b>	A process that involves a manager meeting regularly and interacting with worker(s) to review their work. It is carried out as required by legislation, regulation, guidance, standards, inspection requirements and requirements of the provision and the service. The purpose is to monitor tasks and workload, solve problems, support workers in dealing with complex situations and moral and ethical dilemmas and to promote staff development
<b>Take informed action against discrimination</b>	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

<b>Workers</b>	Those supporting people within the provision who are paid or unpaid, contractual or non-contractual
----------------	---

## LMC E1.1 Manage effective communication

### Performance Criteria

You need to show that,

- a. you implement and review the effectiveness of systems, procedures and practices for communicating within and outside your **provision** in the context of legislation, registration, regulation, inspection and **organisational requirements**
- b. you critically evaluate and identify the needs and **resources** required to support effective communication and engagement with **people, workers and relevant others**
- c. you ensure that workers have the skills, ability and time to support people to identify their communication needs, skills and abilities and where additional support is required
- d. you communicate, and ensure that workers communicate with people, other workers and relevant others in ways that:
  - demonstrate active listening
  - are appropriate to the confidentiality requirements of the communication, its message and its urgency
  - can be understood and are accessible by all who have the right to receive the communication
  - respect the **rights**, needs, skills and abilities of those receiving the communication
  - use the people's preferred method of communication and language
- e. you work with people, workers and relevant others to review existing communication systems and practice to identify those:
  - that are beneficial, promote effective communication and support the achievement of **positive outcomes**
  - that need improvement
- f. you evaluate relevant information to revise communication systems, procedures and practice to:
  - better meet the communication needs of people, workers and relevant others
  - meet the continually changing communication needs (technical and manual) of the provision
  - ensure the security and effective sharing of information
- g. you identify positive solutions to support the communication needs of people, workers, relevant others and the provision

## LMC E1.2 Ensure that management information systems support the delivery of positive outcomes for people and your provision

### Performance Criteria

You need to show that,

- a. you implement and review the effectiveness of systems, procedures and practices for managing information in the context of legislation, regulation, inspection and organisational requirements

- b. you implement and review the effectiveness of systems, procedures and practice to ensure that management information is secure, appropriately protected and only accessible to individuals and organisations that have a right to access it
- c. you ensure that workers and relevant others have the correct security clearance and have signed any disclosure documents before access to information is given
- d. you work with people, workers and relevant others to assess the effectiveness of existing **management information systems** and procedures in:
  - meeting legislation, regulation, registration, inspection and organisational requirements for information
  - meeting the information needs of the provision, people, workers and relevant others
  - providing information that contributes to the delivery of positive outcomes for people
  - providing information required for performance management indicators
  - providing information from which future plans can be developed
  - providing information about the need for resources currently and into the short, medium and longer-term future
  - identifying risks, opportunities, weaknesses and strengths for the provision and the people within it
- e. you evaluate the effectiveness of management information systems for yourself, people, workers, relevant others, identifying:
  - areas where management information systems are effective
  - making recommendations for changes and improvements

### **LMC E1.3 Manage and maintain recording and reporting systems and procedures and use them effectively**

#### **Performance Criteria**

You need to show that,

- a. you implement and review the effectiveness of systems, procedures and practices for recording and reporting:
  - to ensure that workers and relevant others have the correct security clearance before they access records and reports
  - to ensure records and reports are completed accurately and within appropriate timescales
  - in the context of legislation, registration, regulation, inspection and organisational requirements
- b. you ensure that you and your workers understand, meet and follow confidentiality requirements and procedures when accessing, reviewing and storing records and reports
- c. you ensure that you and your workers are able to access and use systems to record and report accurate, up-to-date and clear information about people, including:
  - actions and tasks undertaken to support the achievement of positive outcomes for people
  - the achievement of positive outcomes and steps towards them

- changes that indicate improvement, deterioration and the need for action
  - changes that indicate increased risk of harm
- d. you analyse the training needs of workers and ensure that they are provided with appropriate training, support and **supervision** to enable them to record and report effectively
- e. you ensure that people:
- have access to records and reports on themselves in an appropriate and accessible format
  - are supported to understand and seek clarification about the content of the records and reports and any implications these may have for them
  - have the right to challenge, complain about and have recorded their concerns about any records and reports they consider do not accurately reflect their perception of the situation, event or communication
- f. you record and report, and ensure that workers record and report in ways that:
- clearly differentiate between fact and opinion
  - are accurate, verified and completed within appropriate timescales
  - can be understood by all who have the right to access the records and reports
  - identify procedures and protocols followed
  - use evidence to describe events and actions
  - use evidence to explain judgements and decisions made by yourself and others
  - identify any conflicts that occurred and how they were handled
- g. you ensure that records and reports are passed on to and received back from people and organisations who need to take action and/or provide signatures and approvals
- h. you receive, discuss and take action in response to feedback on records and reports
- i. you monitor and review:
- the accuracy and appropriateness of records and reports
  - the operation of systems, procedures and practice to ensure the security of data and information
  - the effectiveness of systems, procedures and practice for the appropriate sharing of information

## 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:
<b>Values</b>
1. Legal and organisational requirements on equality, diversity, discrimination, rights, confidentiality and sharing of information in relation to leading and managing effective communication that promotes positive outcomes for people
2. Knowledge and practice that underpin the holistic person-centred approach which enable you to lead and manage communication that promotes positive outcomes for people, in ways that: <ul style="list-style-type: none"><li>• place the people's preferences at the centre of everything you do whilst considering their best interests</li><li>• ensure people have access to information about themselves in a format that they can understand</li><li>• provide opportunities for <b>independent representation and advocacy</b></li><li>• use a person's preferred communication methods and language</li><li>• provide active support for people</li><li>• recognise the uniqueness of people and their circumstances</li><li>• 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</li></ul>
3. How to critically evaluate and <b>take informed action against discrimination</b> when leading and managing effective communication that promotes positive outcomes for people
4. How to support people, workers and relevant others to recognise and take informed action against discrimination
5. Methods and ways of communicating that: <ul style="list-style-type: none"><li>• support equality and diversity</li><li>• support the rights of people to communicate in their preferred way, media and language</li><li>• are ethical and adhere to any codes of practice relevant to your work</li><li>• respect other people's ideas, values and principles</li><li>• ensure people's dignity and rights when identifying and overcoming barriers to communication</li></ul>
6. How to manage ethical dilemmas and conflicts for individuals, those who use services and workers/colleagues, about communication, recording and reporting

## Legislation and policy

7. Regulation, inspection requirements, codes of practice and conduct, standards and guidance for employers and employees, relevant to:
- your provision
  - your own roles, responsibilities and accountability
  - the roles, responsibilities and accountability of others
- in relation to leading and managing effective communication that promotes positive outcomes for people
8. Current local, national, UK, European and international legislation, standards, guidance and organisational requirements for the **leadership** and **management** of communication within your provision, including:
- 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
9. Organisational requirements for recording and reporting on communication systems, procedures and practice, 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
10. How to implement, evaluate and influence the future development of management information systems, processes and procedures to enable effective communication that promotes positive outcomes for people

## 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 and management of communications and information to support positive outcomes for people
  - leadership and management methods, principles and approaches relevant to managing information and communications within your provision
  - government reports, inquiries and research relevant to leadership and

<ul style="list-style-type: none"> <li>• management of information and communication in your provision</li> <li>• evidence and knowledge-based theories and models of good practice in leadership and management of information and communication to promote positive outcomes for people</li> <li>• lessons learned for leadership and management of information and communications, from successful interventions and serious failure of service and practice</li> <li>• the experiences of people with the management, sharing, recording and reporting of information about themselves</li> </ul>
12. Performance management and quality requirements, procedures, criteria, methods and indicators relevant to developing communications systems, procedures and practices within the provision
13. Methods of managing and developing practice for communicating in ways that promote positive outcomes for people, about: <ul style="list-style-type: none"> <li>• how you consult with people, workers and relevant others</li> <li>• how you promote the participation and involvement of people</li> <li>• how you support, supervise and develop workers</li> <li>• the impact on the provision of organisational behaviour</li> <li>• group and individual processes</li> <li>• how power relationships can be used and abused</li> </ul>
14. How to plan and manage resources, in relation to communications systems, procedures and practices, and the implications for: <ul style="list-style-type: none"> <li>• the delivery of services</li> <li>• the achievement of targets</li> <li>• the achievement of positive outcomes</li> </ul>
15. Different types of change and their implications for the leadership and management of communications to promote positive outcomes for people
16. How psychological, socio-economic, cultural and environmental factors of those within the provision impact on your leadership and management of communication and engagement within the provision
17. How and where technology can and should be used to support communications within your provision and when working with external individuals, professionals and organisations
18. Evidence and knowledge-based theories and models of good practice in: <ul style="list-style-type: none"> <li>• communication (including verbal and non-verbal communications)</li> <li>• barriers to communication and how to overcome these</li> <li>• active listening</li> </ul>
19. Theories about: <ul style="list-style-type: none"> <li>• human growth and development and how this can influence and affect communication abilities</li> <li>• communication abilities and skills and their impact on a person's identity, self-esteem and self-image</li> <li>• power relationships and how these can be used and abused when communicating with children/young people and vulnerable adults</li> </ul>
20. Multi-disciplinary, inter-professional and multi-organisational communication, systems and practice, including security clearance requirements
21. How different philosophies, principles, priorities and codes of practice can

affect inter-agency and partnership communications and working
22. Methods of supporting people to express their wishes, needs and preferences about their preferred methods of communication and language
23. How to access, resource and use specific equipment to enable people to receive and respond to information and communications
24. Communication systems, structures and practice and how to evaluate and improve these
25. Methods of working which facilitate conflict resolution when communicating with people
26. The range of skills, styles and methods that promote good communication
27. How and where to access specialist help, advice and support for people with communication differences and difficulties
28. Knowledge about deteriorating and sudden loss of communication and how this can impact on a person's social, emotional, intellectual and physical well being
29. How to support workers and people to identify signs that communication skills are deteriorating and may need to be corrected or supported by technological and other media
30. How to support people to see the benefits of technological and other aids to communication
31. How to support people, families, carers and significant others to respect the needs of those who need technological and other aids to communicate