



Core Competency Framework

For Band 6 Nurses, Midwives and Allied Health Professionals

Name:

Department:

Start Date:

End Date:

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Introduction

This document identifies the generic skills and competencies expected of all Registered Practitioners working at band 6 within Walsall Healthcare NHS Trust. Certain specialist clinical areas e.g. Critical Care, Accident & Emergency and Community may also have their own additional ratified clinical competencies which may supplement this generic document.

The competencies were developed with reference to the Clinical Leadership Competency Framework (NHS Leadership Academy, 2013).

It is expected that all Band 6 Registrants will be also be able to demonstrate competence at Level 5 of Steineker & Bell's taxonomy in the skills and behaviours expected of all Registered Nurses working within the Trust as identified in the Trust Generic Band 5 Core competency booklet.

On completion, this document should be kept by the Registrant for their personal portfolio; a copy of the final sign-off declaration should be submitted to the Area Manger and/or Matron and retained in their personal file.

Professional Accountability

The behaviours that all Nurses and Midwives are required to demonstrate are described in the various policies, guidance, standards of proficiency, standards of education and the Code of the Nursing and Midwifery Council.

The NMC code (NMC 2018) requires that each Registered Nurse:

- Assess need and deliver or advise on treatment, or give help (including preventative ore rehabilitative care) without too much delay and to the best of their abilities, on the basis of the best evidence available and best practice.
- Maintain the knowledge and skills they need for safe and effective practice.
- Keep their knowledge and skills up to date, taking part in appropriate and regular learning and professional development activities that aim to maintain and develop their competence and improve their performance.
- Provide leadership to make sure people's wellbeing is protected and to improve their experiences of the healthcare system.

The Health & Care Professions council (HCPC) have similar standards of conduct, performance, ethics proficiency and education and training and can be accessed at <https://www.hcpc-uk.org/standards/standards-of-conduct-performance-and-ethics/>

Guidance Notes

All of the skills identified within this document must be carried out in line with:-

- Current Trust policies, procedures and protocols
- Current legislation
- NMC guidelines
- HCPC guidelines

The Registered Nurse undertaking these competences must also ensure that they:-

- Use all equipment appropriately and safely
- Provide the patient with emotional and physical support throughout
- Maintain the health and safety of the patient, their colleagues and themselves
- Seek appropriate advice and support if unsure of the action to take

Assessment

Staff completing this Competency Document will be assessed by an Assessor. It is the responsibility of the Individual to ensure that they have a competent assessor, who will be identified in conjunction with the Area Manager. The Assessor should be working at Band 7 level or above and should have experience of assessing and supervising staff.

To be deemed competent the Band 6 Registrant is expected to demonstrate skills at Level 5 of the taxonomy. The assessor must ensure that each outcome is regularly reviewed, signed and dated indicating achievement or non-achievement.

The Assessor will:

- Meet with the Band 6 regularly, review competencies and set realistic timescales for achievement.
- Accurately and honestly assess the Registrant against the competence criteria. Identify clearly any competencies not being met and provide constructive feedback and guidance to support the Band 6 to become competent.
- Review progress midway through the programme and escalate to the Area Manager if timescales are not being achieved or other concerns identified.

Failure to progress

Where areas of concern are identified or the Band 6 fails to achieve competence in a timely manner this should be escalated to the Area Manager/Matron at the earliest opportunity. The individual, their Manager and Assessor must agree a clear action plan to facilitate achievement within a defined timescale. This plan must be documented in the Individual's personal file and progress regularly reviewed. Further failure to progress should then be managed under the Trust's Capability or Conduct Procedures.

Relevant Contact Details:

These competencies have been developed by the Faculty of Research and Clinical Education with consultation from Trust senior nursing staff and the Trust Competency Group. The FORCE team may be able to offer support or identify appropriate training opportunities to Ward Matrons or Assessors for individual nurses who are failing to demonstrate competence and can be contacted as below:

- Faculty of Research and Clinical Education Phone – Ext 5794
- Faculty of Research and Clinical Education Email – force@walsallhealthcare.nhs.uk

Assessment Taxonomy

The following taxonomy developed by Steinaker and Bell (1979) describes the sequence of levels of skills acquisition which individuals progress through as they learn and develop competence in a skill.

| Taxonomy level | Learners performance | Criteria for accepted performance | Implications for mentors / assessors |
|-----------------------|-----------------------------|---|--|
| Level 1 (L1) | Exposure | Gain understanding through exposure of the knowledge, skills and attitudes needed for professional competence. | Selects and presents information. Demonstrates appropriate task. Acts as a motivator to reduce anxiety and maintain confidence. Observes trainees willingness to learn. |
| Level 2 (L2) | Participation | Completes competence only with substantial supervision and support. Student is unable to relate theory to practice | Offers guidance and supportive feedback. Questions the trainees understanding. Promote further thought and learning from situation. Observes level of learner participation. |
| Level 3 (L3) | Identification | Perform competency safely with minimal supervision / support, is able to relate theory to practice. | Less supervision and intervention. Provides advice and feedback. Reinforces good practice. Asks questions of the trainee, relating theory to practice. |
| Level 4 (L4) | Internalisation | Able to explain the rationale for nursing action, is able to transfer knowledge to new situations. Seeks and applies new knowledge and research findings. | Requires less supervision whilst caring for a group of patients/clients, demonstrates ability to use problem solving skills, critical analysis and evaluation. |
| Level 5 (L5) | Dissemination | Capable of independent nursing practice. Advises others, teaches junior colleagues and demonstrates ability to manage care delivery by junior staff. | Requires minimal supervision to plan, implement and evaluate care for a group of patients. Demonstrates critical analysis, evaluation and decision-making skills |

References

NHS Leadership Academy (2013) Clinical Leadership Competency Framework. Coventry. NHS Institute for Innovation and Improvement.

Nursing & Midwifery Council (2018) The Code: Professional Standards of practice and behaviour for nurses midwives and nursing associates London. NMC

Steinaker, N.W. and Bell, M.R. (1979) The Experiential Taxonomy: a new approach to teaching and learning. London. Academic Press

Competency Statements of Practice

Statement of Practice One: Demonstrating Personal Qualities:

Registrants need to draw upon their values, strengths and abilities to deliver high standards of care; this requires competence in the areas of:

- Developing self-awareness
- Managing yourself
- Continuing professional development
- Acting with integrity

| | Date and Level achieved. Assessor Signature | Assessor comments |
|--|---|-------------------|
| <i>Organisational Competence</i> | | |
| Acts as a clinical role model; consistently demonstrating high standards of professional behaviour and the personal values, strengths and abilities required to deliver the highest standards of care. | | |
| Consistently demonstrates respect for the culture, beliefs and abilities of individuals. | | |
| Takes appropriate action if personal, professional or organisational ethics and values are compromised. | | |
| Supports a learning culture within the workplace through the initiation and support of continuing professional development and clinical supervision for self and others. | | |
| <i>Behavioural Competence</i> | | |
| Demonstrates awareness of own values and principles, recognising how these can influence professional practice and interaction with others | | |
| Demonstrates ability to identify own strengths and limitations and recognises how these may impact on others. | | |

Statement of Practice Two: Working with others

Registrants must work effectively with others to deliver high quality services. This requires competence in:

- Developing networks
- Building and maintaining relationships
- Encouraging contribution
- Working within teams.

| | Date and level achieved. Assessor Signature | Assessor comments |
|---|---|-------------------|
| <i>Organisational Competence</i> | | |
| Consistently demonstrates the ability to work in partnership with patients, carers and the whole multidisciplinary team to deliver high quality patient-centred care. | | |
| Works effectively to gain and maintain the trust and support of colleagues. | | |
| Keeps the focus of the ward/department team on delivering and improving services for patients. | | |
| Consistently supports the area managers/Team Leader in enabling the delivery of high quality care and driving the improvement of services for patients. | | |
| <i>Behavioural Competence</i> | | |
| Communicates effectively with individuals and groups, actively seeks the opinions of others, listens to them and recognises different perspectives. | | |
| Understands, respects and values the roles, contributions and expertise of others. | | |

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| Provides encouragement and the opportunity for patients, carers and colleagues to engage in decision-making and challenge constructively. | | |
| Consistently uses a range of appropriate strategies to manage conflict and differences of opinion | | |
| Adopts a team approach; encouraging participation of all team members, acknowledging and appreciating each individual's contribution and providing constructive feedback. | | |
| Consistently supports the common purpose of the ward/department team and respects team decisions. | | |
| <i>Clinical Competence</i> | | |
| Implement best practice using evidence base. | | |
| Demonstrates a clear understanding of their role, responsibilities and purpose within the ward/department team. | | |
| Demonstrates ability to lead the team effectively, involving the right people at the right time. | | |
| Communicates effectively with patients, their families and carers, appreciating their social, cultural, religious and ethnic backgrounds and their age, gender and abilities. | | |
| <i>Action Plan to Achieve Statement of Practice Two</i> | | |

Statement of Competence:

I declare that I believe I have demonstrated competence in this Statement of Practice. I understand that I am required to ensure that I maintain this level of competence and practice in accordance with Trust policies and procedures.

Signature of Band 6: _____ Date: _____

I declare that I have assessed the above individual against this Statement of Practice and found them to be competent according to the above criteria and in accordance with Trust policies and procedures.

Signature of Assessor: _____ Date: _____

Statement of Practice Three: Delivering the Service

Registrants must be focussed on the delivery of an effective service for patients, this requires competence in

- Planning
- Managing resources
- Managing people
- Managing performance

| | Date and level achieved. Assessor Signature | Assessor comments |
|--|---|-------------------|
| <i>Organisational Competence</i> | | |
| Consistently provides a high quality service for patients by effectively managing people and resources. | | |
| Consistently identifies the appropriate type and level of resources required to deliver safe and effective care. | | |

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| Effectively manages short term changes in staffing or resources, appropriately escalating concerns when staff or resources are not available to deliver safe and effective care. | | |
| Provides effective feedback to members of the team on their performance, both through appraisal and short-term feedback, taking responsibility for tackling difficult issues when required. | | |
| Effectively manages staff sickness or absence or disciplinary issues in line with Trust policy, ensuring the area manager/ team leader is informed of any persistent problems. | | |
| Demonstrates ability to manage patient, carer or visitor concerns quickly and effectively; reducing escalation of complaints and maintaining patient confidence where possible. | | |
| Demonstrates ability to manage, document and report incidents in line with Trust policy, initiating additional investigations where appropriate and reporting to the area manager/ team leader in a timely manner. | | |
| <i>Behavioural Competence</i> | | |
| Consistently demonstrates ability to delegate aspects of care and management appropriately; supporting the team to deliver high quality care by enabling staff to develop their skills, knowledge and experience | | |
| Effectively plans own workload and that of the team to meet patient's needs and take steps to manage work requirements if these become excessive. | | |
| <i>Clinical Competence</i> | | |
| Uses up to date, evidence based, clinical knowledge and experience to provide effective guidance and direction to other members of the team. | | |
| Demonstrates awareness of financial constraints on service by ensuring services are delivered within allocated resources, minimising waste and taking action when resources are not used effectively. | | |
| Takes account of the skills and experience of each team member and uses these effectively when allocating and planning care. | | |

Statement of Practice Four: Improving Services

Band 6 registrant must be effective in ensuring high quality care service for patients by constantly evaluating, developing and improving the service to meet changing needs. This requires competence in:

- Ensuring patient safety
- Critically evaluating
- Encouraging improvement and innovation
- Facilitating transformation.

| | Date and level achieved. Assessor Signature | Assessor comments |
|--|---|-------------------|
| <i>Organisational Competence</i> | | |
| Actively contributes to continuous quality improvement (QI) changes by applying approved QI methodology. | | |
| Supports the area manager/team leader in monitoring the effects and outcomes of any change, critically evaluating the impact on patient experience and service delivery. | | |
| Participates in research, clinical audit and service improvement. | | |
| Consistently supports the area manager by contributing to the planning and implementation of improvements to service delivery and motivating the team to initiate and achieve service improvement. | | |
| Responds quickly and effectively to any concerns raised about patient safety, taking appropriate action, documenting and escalating in line with Trust and NMC/HCPC guidance. | | |

| <i>Behavioural Competence</i> | | |
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| Acts as a positive role model for innovation by constantly questioning, challenging existing practices and championing improvement. | | |
| Uses personal influence to overcome barriers to change and formally and informally disseminate good practice. | | |
| Works collaboratively with others to solve problems and identify improvements in patient care. Uses professional judgement in managing complex and unpredictable care events and capture the learning from these experiences to improve patient care and service delivery. | | |
| Uses existing and emerging technology and draw upon an appropriate range of multiagency and inter-professional resources in practice. | | |
| <i>Clinical Competence – Knowledge / Skills</i> | | |
| Encourages a culture of patient safety by ensuring all staff follow Trust policies and procedures at all times. | | |
| Demonstrates clinical leadership by role-modelling safe, effective and evidence-based nursing care and through education of colleagues. | | |
| Participates in activities which monitor the effectiveness of the ward/department and works with the area manager to use audit to evaluate performance and improve practice. | | |
| Seeks feedback from patients, service users and colleagues and uses this to plan and deliver improvements in patient experience and outcomes. | | |
| Demonstrates awareness of ward/department incident trends and any significant risks to the area, taking appropriate action to mitigate these risks and escalate concerns. | | |

Action Plan to Achieve Statement of Practice Four

Statement of Competence:

I declare that I believe I have demonstrated competence in this Statement of Practice. I understand that I am required to ensure that I maintain this level of competence and practice in accordance with Trust policies and procedures.

Signature of Band 6: _____ Date: _____

I declare that I have assessed the above individual against this Statement of Practice and found them to be competent according to the above criteria and in accordance with Trust policies and procedures.

Signature of Assessor: _____ Date: _____

Statement of Practice Five: Setting Direction

The Band 6 registrant demonstrates effective leadership by contributing to the strategy and aspirations of the Trust and acting in a manner consistent with its values. This requires competence in:

- Identifying the contexts for change
- Applying knowledge and evidence
- Making decisions
- Evaluating impact

| | Date and level achieved. Assessor Signature | Assessor comments |
|---|---|-------------------|
| <i>Organisational Competence</i> | | |
| Demonstrates awareness of the Trust's current priorities and how political, social and economic issues influence healthcare. | | |
| With the support of the area manager/team leader, contributes to organisational decision-making and service review. | | |
| Contributes own unique perspective to team, department and organisational decisions. | | |
| <i>Behavioural Competence</i> | | |
| Demonstrates awareness of current issues and developments in nursing and healthcare and how these may influence and change nursing practice. | | |
| Demonstrates ability to use a wide range of resources to research and identify best practice and use this to improve patient experience and influences others, encouraging and influencing others to do the same. | | |

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| Supports and encourages a learning culture by inviting a questioning approach, ensuring appropriate provision of support, preceptorship and mentoring for less experienced staff and students and by ensuring clinical knowledge and experience is shared. | | |
| Behaves in a manner consistent with the values and priorities of the nursing profession and the Trust. | | |
| Educates and informs key people who influence and make decisions. | | |
| <i>Clinical Competence – Knowledge / Skills</i> | | |
| Demonstrate ability to critically appraise literature from professional or academic sources. | | |
| Regularly reviews existing nursing practice against current evidence-base and uses information to generate debate with the multidisciplinary team and challenge practice where appropriate. | | |
| Contribute to developing evidence based patient protocols and guidelines. | | |
| <i>Action Plan to Achieve Statement of Practice Five</i> | | |

Statement of Competence:

I declare that I believe I have demonstrated competence in this Statement of Practice. I understand that I am required to ensure that I maintain this level of competence and practice in accordance with Trust policies and procedures.

Signature of Band 6: _____ Date: _____

I declare that I have assessed the above individual against this Statement of Practice and found them to be competent according to the above criteria and in accordance with Trust policies and procedures.

Signature of Assessor: _____ Date: _____

Final Competency Sign-Off

I declare that I have assessed the above individual and found them to be competent in all the above Statements of Practice as judged by the above criteria and in accordance with current Trust policies and procedures.

Signature of Assessor: _____

Print Name: _____

Date: _____

I declare that I have read and understood relevant Trust policies/guidelines and I am competent in all the above Statements of Practice within my role within Walsall Healthcare NHS Trust.

I understand that it is my professional responsibility to ensure I maintain on-going competence through appropriate clinical development.

Signature of Band 6: _____

Print Name: _____

Date: _____

The following page - Final Competency Sign-Off (Ward Matron Copy) - should be completed and given to the Ward as evidence of Competence. The Ward should sign for receipt of this copy below.

I confirm that I have received the Final Competency Sign-Off (Area Manager Copy)

Signature of Area Manager: _____

Print Name: _____

Date: _____

Final Competency Sign-Off- Area Manager Copy

I declare that I have assessed the above individual and found them to be competent in all the above Statements of Practice as judged by the above criteria and in accordance with current Trust policies and procedures.

Signature of Assessor: _____

Print Name: _____

Date: _____

I declare that I have read and understood relevant Trust policies/guidelines and I am competent in all the above Statements of Practice within my role within Walsall Healthcare NHS Trust.

I understand that it is my professional responsibility to ensure I maintain on-going competence through appropriate clinical development.

Signature of Band 6: _____

Print Name: _____

Date: _____

*PLEASE RETURN A SCANNED COPY OF THIS PAGE **ONLY** TO THE FORCE FACULTY
AT EMAIL:*

Force@walsallhealthcare.nhs.uk