

Knowledge and skills and competencies

for an effective local Healthwatch



Introduction

The ambition for local Healthwatch is that they help drive up the quality of local services, resulting in improved experience and outcomes for people who use them.

The main resource that local Healthwatch will have to achieve this will be the people involved in them and the knowledge, skills and competencies they bring or develop during their involvement. A competence (as defined by Chartered Institute of Personnel Development) is a minimum standard demonstrated by performance outputs, rather than individual traits.

This document sets out an initial view of what the key knowledge, skills and competencies of an effective local Healthwatch would include. The document is not constructed in terms of individual roles in recognition that:

- Local Healthwatch will all be different and have different combinations of roles reflecting local need and budgets.
- The areas of knowledge, skills and competencies identified in this document are interlinked and do not sit in isolation from each other. In some cases they are specific to particular roles but others, for example, an understanding of safeguarding will be common to all roles within the organisation.

Extensive work on outlining the knowledge and skills needed by local Healthwatch has already been undertaken through consultations and documents produced by other groups and organisations. This document aims to outline the commonly identified knowledge and skills from that previous work.

Background

Within the context of the Health and Social Care Act 2012 (the Act) a number of key sectors have come together to provide effective leadership and support for the successful implementation of local Healthwatch. The key players are:

- local authority commissioners (who will be responsible for providing local leadership, managing the contracts with their local Healthwatch and ensuring effective delivery in line with the legislation) represented and supported by the Local Government Association (LGA)
- Healthwatch England (who will provide national leadership and support)
- the Department of Health (DH) (who have overall responsibility for this policy area)
- DH, Healthwatch England and the LGA are collaborating in the provision of support to local authorities to help ensure that arrangements are put in place that enable their local Healthwatch organisations to perform and deliver to a high standard.

How to use this document

It is hoped that this document will be used by developing local Healthwatch, their partners and commissioners to identify the range of knowledge, skills and competencies needed in their organisation to enable them to develop and to meet current best practice.

This may be through recruiting volunteers and workers who bring them through previous experience; through developing people within the organisation or by accessing others within partner organisations who can support a local Healthwatch in a particular area.

It can also be used by local authorities to form part of their contract evaluation and monitoring criteria.

This document should be seen as a starting point. It will need to evolve over time as local Healthwatch evolve and require additional or different knowledge, skills and competencies for their work. Currently it focuses mainly on the knowledge, skills and competencies needed to lead and manage the organisation and engage the community. It also identifies specialist areas of knowledge, skills and competencies required, for example, in relation to enter and view, information and signposting and risk management which will need more detailed work drawing on the legacy of Link and local arrangements.

Page 4 outlines the key areas of knowledge, skills and competencies identified and detailed in the subsequent pages.

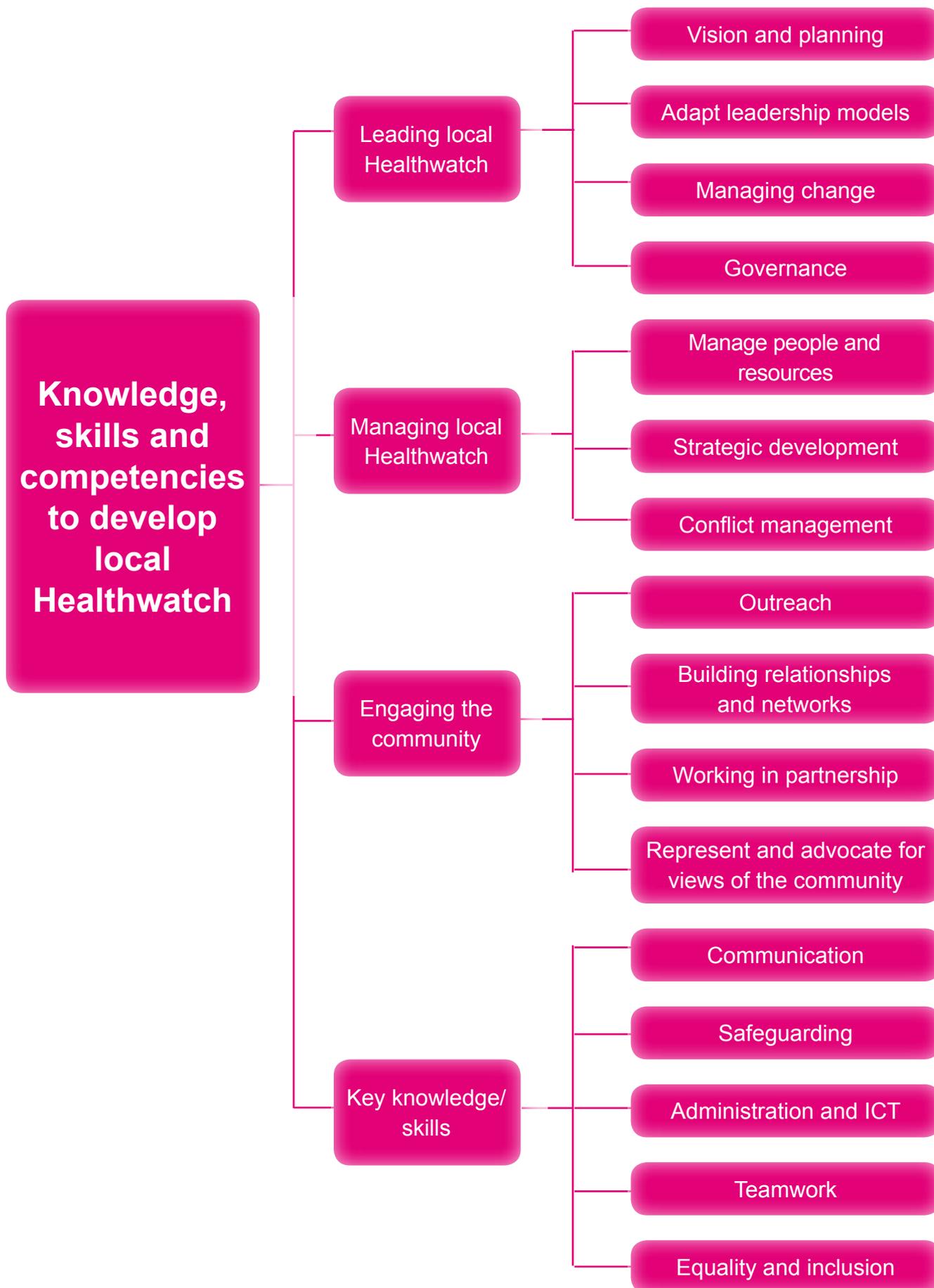
Page 5 onwards of the document contains the detail of each area. The information within the boxes identifies related training standards, qualifications, training resources and organisations which may be useful.



There is no expectation that workers or volunteers are required to undertake the identified units. However the standards provide a 'good practice' framework of expectations in each area from which to:

- identify the skills gaps in the organisation to inform recruitment
- develop person specifications and job descriptions
- form the basis of supervision and appraisal processes
- support attraction and retention of paid workers through personal development linked to nationally recognised qualifications and standards
- support opportunities to recruit and train through apprenticeships or other national schemes
- attract a diverse range of volunteers by offering development opportunities to enhance their skills and future employability
- place local Healthwatch knowledge and skills development needs in the context of the national skills agenda and therefore ease access to any available funding or shared learning opportunities.

It is anticipated that emerging local Healthwatch organisations can also make use of this as a tool for auditing skills within the organisation in order to identify strengths and areas for development. Once local Healthwatch are established, in partnership with local authorities, the LGA, and Healthwatch England, they will work to promote sector-led improvement, where the emphasis is placed on local solutions and peer support (eg in sharing best practice).



Knowledge, skills and competencies to develop local Healthwatch

This part of the document provides more detail in relation to each key area. The boxes identify related training standards, qualifications and training resources linking to the key areas of knowledge, skills and competencies.

Links to documents may change over time however copying any of the phrases or Unit numbers contained in the boxed sections into a web browser should bring you to the identified resource or document.

To find out more about the standards included in an identified unit they can also be accessed via the Ofqual register:
<http://register.ofqual.gov.uk/>



An effective local Healthwatch will be able to:

Lead local Healthwatch

- Adopt a range of leadership models appropriate to situations.
- Understand the concept of shared leadership and communicates effectively and respectfully.
- Has a vision to increase the ability of individuals and groups to influence issues that affect them and their communities.
- Has a positive approach to change management, innovation and development.
- Understand the importance of critical evaluation of the service and practice to encourage improvement and innovation.
- Understand planning for outcome based decision making.
- Understand the role and processes of commissioning in health and social care.
- Understand the role of patient, service user, public and community involvement in health and social care commissioning.
- Understand principles, standards, roles and responsibilities for driving up quality of health and social care.
- Understand the principles of openness, honesty and integrity which are required in the role of trustee/director/public office holder.
- Understand the fundamentals of good governance.

Related training, standards and or qualifications

Leadership Qualities Framework – National Skills Academy www.nsasocialcare.co.uk

TrusteeLearning Suffolk association of voluntary organisations
<http://trusteelearning.org/courses.php>

Help and Care in partnership with Patient and Public Involvement Solutions training – roles and responsibilities – influencing health and social care decision making
<http://www.makesachange.org.uk/events.aspx>

Unit CPCCS 524 Assess the impact of commissioning activities on social, economic and environmental sustainability

Unit CPCCS 38 Contribute to the planning and organisation of work in commissioning services

K&C/H&F LINK pathfinder training programme – to be available nationally from 2013

Unit CPCCS 715 Engage with the decision making process in a commissioning organisation

CPCCS 59 Understand the principles of joint commissioning services to meet the needs of individuals, families and communities

Good governance – A code for the voluntary and community sector – National council for Voluntary Organisations NCVO <http://www.ncvo-vol.org.uk/codeofgovernance>

VolResource: http://www.volresource.org.uk/services/train_pro.htm

Volunteer Now – Publications <http://tinyurl.com/d4sd6el>

NOCN Level 2 Award in Governance in the Voluntary and Community Sector (QCF)

NOCN Level 3 Award in Governance in the Voluntary and Community Sector (QCF)
<http://tinyurl.com/dyizr8d>

Manage local Healthwatch

- Understand the relationship between Healthwatch England, LGA and Local Healthwatch.
- Understand the legislation and policies in relation to Healthwatch and the wider health and social care agenda.
- Understand the policy context of the wider health and social care system.
- Understand the role of the Healthwatch in relation to influencing local and national decision making.
- Understand the needs for clear and transparent and decision making process that are effectively communicated to stakeholders and public.
- Understands the relationship between scrutiny and external partners and local people.
- Manage and resolve conflict with the ability to negotiate in a persuasive and non confrontational manner.
- Manage finance, budgets and allocation of resources including people.
- Maintain best practice in the promotion, development and celebration of volunteering.
- Manage relationships with providers and develop effective relationships that deliver high quality and achieve outcomes.
- Manage relationships with commissioners in order to effectively influence and shape service commissioning in the local area.

Related training, standards and/or qualifications

Unit HSC 3073 Provide information about health and social care or children and young people's services.

Unit 042 Manage finance within own area of responsibility in health and social care or children and young people's setting.

Unit E8 Manage physical resources.

Unit LM 505 Manage business redesign in health and social care or children or young people's services.

Unit LM1c Lead and manage a team within a health and social care or children and young people's setting.



Engage the community

- Develop multi-agency strategies that respond to community needs and views.
- Understand the importance of public involvement in health and social care issues.
- Seek out and listen to the views of service users, patients, carers and the public, especially individuals and groups whose voices are not usually heard.
- Involve individuals at a level of their choice.
- Ensure regular feedback to those who are engaged to demonstrate active listening.
- Utilise wide variety of methodologies and tools appropriately in outreach, engagement and representation.
- Has local knowledge.
- Work in partnerships that includes people from community groups.
- Find ways of developing new partnerships involving community groups.
- Support joint working between paid officers and voluntary and community representatives.
- Actively seek to engage with volunteers, people who use services, carers, and advocacy organisations.
- Represent views of local people on a variety of forums and official boards.
- Understand the importance of campaigning/social policy.

Related training, standards and or qualifications

National standards in community engagement. <http://tinyurl.com/d4sd6el>

Help and Care in partnership with Patient and Public Involvement Solutions training – community engagement tools and techniques recognising people for their involvement. <http://www.makesachange.org.uk/events.aspx>

Unit CPCCS 510 Ensure the engagement of individuals, families and communities in commissioning activities.

Unit M2c Work in partnership in health and social care or children and young people's settings.

Unit M2a Understand partnership working

Carer involvement: carers and Healthwatch health and social care partnership

Standards for quality standards for advocacy schemes: <http://tinyurl.com/ckgnd87>

- Unit Advo 301 Purpose and principles of independent advocacy
- Unit ADV 308 Providing Independent Advocacy to Adults

Key knowledge/skills

- Share good practice in informal and formal ways.
- Provide timely, accurate and relevant information.
- Research and analysis experience (qualitative and quantitative and statistical methods) including experience of taking the views of non-experts/members of the public and translating these into research plans, activities and outcomes.
- Understand local safeguarding policies and procedures relating to adults, young people and children.
- Understand the importance of social media and how to make effective use of it.
- Build effective relationships with local media.
- Experience of using IT software packages.
- Work within a team to motivate them to achieve high standards.
- Understand the needs of diverse communities and is clear about the responsibilities of Healthwatch under equalities legislation.
- Demonstrate the promotion of equality in all local Healthwatch' actions including consultation, priority setting and service improvement.
- Understand the importance of personal and professional development for individuals in the organisation.
- Understand the importance of time management and meeting deadlines.

Related training, standards and/or qualifications

Help and Care in partnership with Patient and Public Involvement Solutions training:

- recording and reporting
- data protection and freedom of information

<http://www.makesachange.org.uk/events.aspx>

Unit 9 Handle information in health and social care settings.

Unit LM 505 Manage business redesign in health and social care or children or young people's services.

Unit LM1c Lead and manage a team within a health and social care or children and young people's setting.

Unit SHC 23 Introduction to equality and inclusion in health, social care or children's and young people's settings.

SHC 53 Champion equality, diversity and inclusion.

Unit HSC 024 Principles of safeguarding and protection in health and social care.

Unit P1 Safeguarding and protection of vulnerable adults.

Also Check with the local safeguarding teams for local policies and procedures.

Specialist areas

- Understand the procedures and regulations regarding 'enter and view'. (authorised representatives have to be recruited, trained and have a criminal records bureau (CRB) check before entering premises and viewing activities).
- Understand the importance of quality of care.
- Manage and understand risk.
- Understand the legislation and policy relating to the information and signposting function of local Healthwatch.

Related training, standards and/or qualifications

Unit HSC 024 Principles of safeguarding and protection in health and social care.

Unit P1 Safeguarding and protection of vulnerable adults.

Unit SHC 22 Introduction to personal development in health, social care or children's and young people's settings.

Unit SHC 52 Promote professional development.

NICE health and social care quality standards.

The essential standards Care Quality Commission.

Entering and viewing: Training programmes will build on the LINK legacy enquiries@healthwatch.co.uk

Help and Care in partnership with Patient and Public Involvement Solutions training. Entering and viewing services.
<http://www.makesachange.org.uk/events.aspx>

Personal attributes

Promote high standards of behaviour in the public sphere through the seven principles of public life:

- selflessness
- integrity
- objectivity
- accountability
- openness
- honesty
- leadership.

Related training, standards and/or qualifications

The seven principles of public life
http://www.public-standards.org.uk/Library/Seven_principles.doc





Local Government Association

Local Government House
Smith Square
London SW1P 3HZ

Telephone 020 7664 3000

Fax 020 7664 3030

Email info@local.gov.uk

www.local.gov.uk

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please contact us on 020 7664 3000.
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