



Supporting general practices across Medway, Dartford, Swanley, Gravesham and
Bexley Clinical Commissioning Groups



Competence Guidance for Clinical Roles within Primary Care across Kent and Medway

(for individual clinicians, employers and commissioners)
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Introduction

This guidance has been developed to maintain and upskill the current primary care workforce and offer support to ensure that new posts are recruited to match required competences underpinned by knowledge, skills and evidence using an outcome model approach. As care is moving out of hospital and into the community and primary care settings it is important that a sustainable flexible workforce is developed to deliver high quality local care for patients and their families both now and in the future.

The General Practice Five Year Forward View (GPFV) (NHS England, 2014) advocates innovation and the use of a multi professional workforce to deliver this care in order to fill workforce gaps and meet the growing demands placed upon primary care.

However it is important that this evolving workforce is developed with consistency and has the competences underpinned by the right skills, behaviors and level of education to deliver person-centred, safe and effective, evidenced based care to the level at which they are working. Providers must ensure their staffs have the necessary qualifications, competence, skills and experience to keep patients safe (CQC, 2015).

This framework is adapted from Manley et al's (2014) shared purpose framework and sets out to give consistency for all Non- Medical Clinicians* linked to the NHS Agenda for Change (AfC) bands allowing for transferability across systems when staff move from the provider sector to primary care and also as new initiatives emerge such as Integrated Nursing and development of community units such as Minor Injury Units. Without the adoption of national guidance such as AfG, job titles and descriptions may vary with significant ambiguity and roles may lack clear definition and understanding (The General Practice Nursing Workforce Development Plan HEE 2016)

Therefore this document will refer to AfC bands for each level of competence. Further information on agenda for change can be found here;

<http://www.nhsemployers.org/your-workforce/pay-and-reward/agenda-for-change/how-agenda-for-change-works>

Levels will refer to levels of education. Information regarding these levels can be found here <https://www.gov.uk/what-different-qualification-levels-mean/list-of-qualification-levels>

It is considered that this guidance will be used by individual clinicians, employers' and commissioners' to ensure that they have the right staff with the right competences to deliver the right care in the right place at the right time; whilst also inform career pathways and personal professional development to meet local population need . This framework does not set out to inform on detail of individual expectations but rather to inform of fundamental requirements to work at a given AfC band and expectations should be mapped by the individual, employer and/or commissioner against this framework.

This local guidance is drawn from the NHS England District Nursing and General Practice Nursing Service Education and Career Framework (HEE, 2015) to inform the adapted shared purpose framework (Manley et al, 2014)

(*Non-Medical Clinicians refers to clinical roles not being delivered by a doctor however for the purpose of the document this group will be referred to as clinicians)

Competence levels mapped against Agenda for Change bandings

Band 2: Non-registered Clinician

Role titles may include:

- Healthcare Support Worker
- Healthcare Assistant
- Phlebotomist
- Care Navigator

Expectations:

Under the supervision of a registered practitioner a clinician working at Band 2 will be expected to:

Person-centred care

Provide person-centred and compassionate care to individuals and service users.

Safe Care

Provide safe care to patients and service users, maintaining a safe environment for all.

Optimal patient outcomes

Provide evidenced-based care to individual patients/service users and groups and continually review own effectiveness and contribute to ongoing service improvement.

Effective workplace culture

Contribute to developing a warm and friendly atmosphere for patients and staff, working as a team that actively learns, develops, improves and innovates.

Clinical Practice:

Undertake responsibility for duties delegated by a registered practitioner according to agreed protocols and procedures including defined clinical or therapeutic interventions within the limits of their competence.

Minimum educational requirements:

Care Certificate to include assessment of application to workplace environment.

Hold or working towards Healthcare Support Worker Apprentice Standard (HCSW) Level 2 or equivalent level related qualification

Recommended qualifications:

Maths and English GCSE grade C and above or functional skills level 2 qualification

Band 3: Non registered Clinician

Role titles may include

- Healthcare Support Worker
- Health care Assistant
- Care Navigator

Expectations

Understand the concepts of accountability and responsibility and be confident to accept delegated responsibility from a registered healthcare practitioner or level 4 Associate Practitioner and be accountable for the care provided. Demonstrate knowledge of key interventions and conditions. Recognise the limits of their competence

Under the supervision of a registered practitioner a clinician working at Band 3 will be expected to:

Person-centred care

Provide person-centred and compassionate care to individuals and service users.

Safe Care

Provide safe care to patients and service users, maintaining a safe environment for all.

Optimal patient outcomes

Provide evidenced-based care to individual patients/service users and groups and continually review own effectiveness and contribute to ongoing service improvement.

Effective workplace culture

Contribute to developing a warm and friendly atmosphere for patients and staff, working as a team that actively learns, develops, improves and innovates.

Clinical practice:

Undertake responsibility for duties delegated by a registered practitioner according to agreed protocols and procedures including defined clinical or therapeutic interventions within the limits of their competence.

Recognise factors that impact on health and be able to offer simple health advice and support strategies for patients and careers.

Effect behavior change and promotion of patient self-management. through skilled communication t

Minimum educational requirements

In addition to band 2 those working at band 3 will also have

Healthcare Support Worker Apprenticeship Standard (HCSW) Level 3 or equivalent level related qualification

Recommended qualifications:

Math's and English GCSE Grade C and above or functional skills level 2 qualification

Band 4: Non registered clinician

Role titles may include:

- Nursing Associate
- Associate Practitioner

Expectations

Understand the concepts of accountability and responsibility and be confident to accept delegated responsibility from a registered healthcare practitioner and be accountable for the care provided. Demonstrate knowledge of basic anatomy and physiology, key interventions and conditions. Recognise the limits of their competence

Able to take responsibility for delegated activity including defined clinical or therapeutic interventions.

Able to exercise some autonomy within their delegated area of responsibility and make decisions whilst reporting back objectively to assist in patient care evaluation and in broader service development and quality assurance activities. Associate Practitioners may manage their own work and case load and implement programmes of care in line with current evidence, taking action relative to an individual's health and care needs.

Depending on the skill mix of the team they may allocate work to other HCSWs of a lower grade and may supervise, develop, teach, mentor and assess other HCSWs, and may take a role in supporting students, engaging with them and other health and social care staff experiencing placements within the practice teams.

Under the supervision of a registered practitioner these working at a band 4 will be expected to:

Person-centred care

Provide person-centred and compassionate care to individuals and service users.

Safe Care

Provide safe care to patients and service users, maintaining a safe environment for all.

Optimal patient outcomes

Provide evidenced-based care to individual patients/service users and groups and continually review own effectiveness and contribute to ongoing service improvement.

Effective workplace culture

Contribute to developing a warm and friendly atmosphere through positive relationships and behavior, working as a team that actively learns, develops, improves and innovates collaboratively.

Clinical practice:

Undertake responsibility for duties delegated by a registered practitioner according to agreed protocols and procedures including defined clinical or therapeutic interventions within the limits of their competence.

Recognise factors that impact on health and be able to offer simple health advice and support strategies for patients and careers.

Assess, recognise and manage risks

Assess patients' and carers' learning needs and implement or support the implementation of teaching strategies to enable better understanding and management of their conditions for patients and carers,

Utilize basic behavior change techniques

Minimum educational requirements

In addition to Band 2 & 3 the Band 4 clinician will also have

Foundation degree at level 5 or Nurse Associate Qualification

Math's and English GCSE Grade C and above or functional skills level 2 qualification

Band 5: Registered Clinician

Role titles may include

- General Practice Nurse
- Community Nurse

Expectations:

To work within the registrant standards of competence. Developing confidence to work alone without direct supervision, undertaking and reporting on autonomous decisions made in practice.

Be resilient and have the ability to be flexible and adaptable.

Have knowledge of a broad range of conditions, local care pathways and evidence-based management experienced by patients in community and general practice settings.

Recognizing the limits of their competence and taking responsibility and accountability for their own actions the band 5 clinician will be expected to:-

Person-centred care

Provide and co-ordinate person-centred and compassionate care to individuals and groups of patients and service users

Safe Care

Provide safe care to patients and service users and perform risk assessments to evaluate and act on risks to patients.

Optimal patient outcomes

Provide evidenced based care to individual patients/service users and groups and continually review and develop own effectiveness and contribute to ongoing service

Effective workplace culture

Contribute to establishing an effective team culture that sustains person-centred, safe and effective care through self-awareness, leadership, active learning, development, improvement and innovation

Clinical practice

- Support patients with a wide range of conditions to understand and, where possible, take on self-management of their condition through excellent interpersonal and communication skills to
- Assessment of patients ensuring care plans are developed in partnership and all information is clearly and objectively recorded as required by local policies.
- Assess patients, taking into account their physical, mental and social status alongside the impact of their environment and social support available to them; negotiating care plans that are person-centred and focused on self-care with clear objectives
- Use a range of assessment tools pertinent to the patient's needs to inform the assessment and assess risk for both patients and staff
- Articulate risk and strategy for risk management

- Recognise presentations of multiple pathology, depression and anxiety states and frailty predominantly in older people
- Have knowledge of the management of uncomplicated symptoms in those patients with palliative or terminal care needs and enhanced communication skills to confidently manage uncertainty
- Record information objectively and report back to the community or general practice clinical team
- Plan ahead for potential scenarios to ensure anticipatory care needs are understood and met
- Recognise signs of deterioration in patients and referring appropriately to ensure patient safety and avoid hospital admission
- Demonstrate ability to recognise patients' health beliefs and adapting behaviour change approaches to enable self-management using level 3 extended brief interventions

Minimum professional/educational requirements

- Registered on Part 1 of the Nursing and Midwifery Council (NMC) register or other professional register
- Hold or working towards first degree

Recommended qualifications:

- Introduction to general practice nursing level 6 or 7
- Level 3 Extended brief interventions
- Mentorship award
- Level 6 or 7 modules to support mentorship, prescribing or disease management

Band 6: Registered Clinician

Role titles may include:

- Clinical Pharmacist
- Specialist Community Practitioner
- General Practice Nurse
- Paramedic Practitioner

Expectations

To work within the registrant standards of competence. Confidence to work alone without direct supervision, undertaking and reporting on autonomous decisions made in practice.

Resilient and have the ability to be flexible and adaptable.

Demonstrate knowledge of a broad range of conditions, local care pathways and evidence-based management experienced by patients in community and general practice settings

Recognise the limits of their competence

At this band in addition to the band 5 requirements this role requires

- Consolidation of specialist knowledge and skills demonstrating a depth of knowledge, understanding and competence that supports evidenced informed, complex, autonomous and independent decision-making, and care in general practice and related settings. Those new to this role will need a period of preceptorship. This role will require personal resilience, management, clinical leadership and supervision and mentorship of others in the general practice clinical team providing an effective learning environment for staff and students. The role will require an innovative approach in supporting and developing new models and strategies for service delivery, usually incorporating inter-professional and inter-agency approaches to monitor and improve care.
- Ability to deliver care to the practice population and to have an understanding of the public health profile and population needs in order to be proactive in ensuring services are, as far as possible, matched to need.
- The ability to work independently and collaboratively, using freedom to exercise judgement about actions while accepting professional accountability and responsibility.
- Enhanced critical thinking and ability to critically analyse a broad range of policies, literature and evidence to support clinical practice
- Ability to analyse service provision in relation to both quality assurance and quality monitoring, and to focus on patient outcomes wherever possible
- Strong clinical leadership of the team and clarity of expectation of team members with respect to quality of care delivery and values inherent in nursing practice
- Emotional intelligence to recognise pressures on staff and the development of mechanisms to support and develop staff to recognise the impact of caring for people who may be experiencing complex healthcare issues

Taking responsibility and accountability for their own actions a clinician working at band 6 will be expected to:-

Person-centred care

Provide and assure the provision of person-centred and compassionate care to individuals and groups of patients / service users across the team / patient pathway

Safe Care

Provide and assure safe care to patients and service users and maintain a safe environment for all according to local and national standards across teams and patient pathway.

Optimal patient outcomes

Provide and assure evidence based care to individual patients/service users and groups and continually review and develop own and service effectiveness and contribute to ongoing service improvement

Effective workplace culture

Establish an effective workplace culture that sustains person-centred, safe and effective care through self-awareness, leadership, active learning, development, improvement and innovation

Clinical practice:

In addition to band 5

- Provide specialist competence, innovation and clinical leadership in the assessment, intervention in and delivery of care in all contexts appropriate to individuals 'needs across the whole age range for the general practice population.
- Assess and manage the range of conditions encountered in general practice using a variety of assessment tools and consultation models appropriate to the patient and situation using physical and clinical examination skills to inform the assessment and decision-making for the ongoing management of the patient
- Influences and negotiates using advanced communication skills to enable information to be delivered in understandable formats for patients and behaviour change supported where necessary
- Work effectively in multidisciplinary and multi-agency team working, alongside the ability to work independently and accept professional accountability and responsibility for the delivery of whole episodes of care, and supporting and developing others in the general practice nursing team to collaborate effectively, ensuring nursing care is guided by precedent and clearly defined policies, procedures and protocols
- Delivering evidence-informed care across a wide range of minor acute and Long Term Conditions (LTCs), ensuring effective evaluation of therapeutic and other approaches to condition management alongside ability to assess patient concordance
- Assess patients ensuring care plans are developed in partnership and all information is clearly and objectively recorded as required by local policies.
- Assess patients, taking into account their physical, mental and social states alongside the impact of their environment and social support available to them and negotiating care plans that are person-centred and focused on self-care with clear objectives
- Use a range of assessment tools pertinent to the patient's needs to inform the assessment and assess risk for both patients and staff
- Articulate risk and strategy for risk management
- Have an understanding of the presentations of multiple pathology, depression and anxiety states and frailty predominantly in older people

- Manage uncomplicated symptoms in those patients with palliative or terminal care needs and enhanced communication skills to confidently manage uncertainty
- Ensure information is recorded objectively and reported back to the community or general practice clinical team
- Plan ahead for potential scenarios to ensure anticipatory care needs are understood and met
- Recognise signs of deterioration in patients and referring appropriately to ensure patient safety and avoid hospital admission
- Identify and act on patients' health beliefs and adapting behaviour change approaches to enable self-management using level 3 extended brief interventions

Minimum educational requirements

- Registered on Part 1 NMC register or other professional register
- Professionally recognised mentorship qualification
- Hold or working towards a first degree

Recommended Qualifications

- Postgraduate level qualification in a disease management area and/or enhanced clinical examinations and consultations
- NMC Specialist Community Practitioner Qualification – Practice Nurse
- Independent/Supplementary Nursing Prescribing – V300 or level 6 or 7 pharmacology related module
- NMC practice teacher award or other professionally recognised equivalent
- Postgraduate level qualification in Leadership
- Extended brief interventions level 3

Band 7: Registered Clinician

Role titles may include

- Lead General Practice Nurse
- Senior General Practice Nurse
- Senior Paramedic Practitioner
- Clinical Pharmacist

At band 7 the practitioner may or may not be working towards Advanced Clinical Practitioner (ACP) status in line with the NHS Multi-professional framework for advanced clinical practice in England (HEE, 2017). It is expected that whilst this is being undertaken any advanced practice will be delivered under direct or indirect supervision. It is further expected that the level of education required to work as an ACP is achieved within 5 years from starting to work within this role.

Expectations

At this band the practitioner will be highly experienced in their field and will either continue to develop their expertise for managing complex cases, supporting less experienced staff and may have more management responsibilities for the general practice team whilst still maintaining their clinical skills.

Patients seen by a band 7 clinician will be presenting with differentiated diagnosis within the practitioners area/s of competence that maybe complex in nature and require pro-active and reactive interventions.

At this band in addition to the band 5 and 6 requirements this role requires

- Being able to undertake critical analysis and evaluate, to enable knowledge pertaining to complex, and current general practice provision of services
- Able to use new knowledge in innovative ways and take responsibility for developing and changing practice in complex and sometimes unpredictable environments
- Recognising the complexity of operating in multi-professional and multi-agency environments and the need for interdependent decision making
- Supporting staff to feel confident and competent in delivering care within these contexts
- Provision of training, support and supervision to staff and to participate at local and national levels in relation to their area of expertiseAbility to demonstrate not only practical knowledge, but also a critical understanding of the range of theories and principles that underpin the general practice approach

Taking responsibility and accountability for their own actions a clinician working at band 7 will be expected to:-

Person-centred care

Provide and assure person centred and compassionate care, evaluating the patient's experience across the patient pathway / service

Safe Care

Provide and assure safe care to patients and service users and maintains a safe environment for all according to local and national standards, evaluating this across the patient pathway / service

Optimal patient outcomes

Provide and assure evidence based care to individual patients/service users and groups, continually review and develop own and service effectiveness, and contribute to ongoing service improvement and research

Effective workplace culture

Establish an effective workplace culture across teams and patient pathway that sustain person-centred, safe and effective care through self-awareness, leadership, active learning, development, improvement and innovation.

Clinical practice:

In addition to band 5 and 6

- Undertake complex interventions for a wide range of general practice issues
- Teach and develop other staff to enhance their practice to manage increasingly complex situations
- Assess capacity for informed consent and support other staff to develop this skill
- Have highly developed specialist knowledge and understanding of LTC, health behaviours and interventions to improve health outcomes, including the use of technologies to support patients at home
- To Prescribe effective pharmacological and non-pharmacological approaches for the management of specific acute and LTC and assess patient concordance based on advanced knowledge and skills in therapeutics
- Respectfully challenge practice, systems and policies in an objective and constructive manner
- Participate in opportunities to influence national and local policy
- Develop, deliver and evaluate training and education packages, for individual and groups, across a broad range of general practice needs and in collaboration with other disciplines and agencies to facilitate interprofessional/ agency learning.
- Build capacity and capability to support learning in practice settings and collaborate with education service providers and education commissioners to ensure workforce and student needs are met
- Support and enable innovative service development and delivery and safe implementation of new policies and guidelines for practice through display originality of thought and utilise this in

Minimum educational requirements

- Registered with a professional body
- First degree and/or working towards postgraduate/MSc level qualification
- Postgraduate level qualification in Clinical Examination and Consultation
- Postgraduate level qualification in disease specific pertaining to role. For example- Diabetes, Respiratory, Sexual Health, Cardiology and Frailty
- Professionally recognised mentorship qualification with ability to sign off pre registrants on to professional register
- Extended brief interventions
- Independent and Supplementary prescribing - V300 (Clinicians unable to undertake the NMP programme to have a postgraduate level qualification in pharmacology)

- Appropriate CPD development in areas specific to scope of prescribing practice

Recommended Qualifications

- NMC practice teacher award or other professionally recognised equivalent
- Extended brief interventions level 3
- Postgraduate level qualification in Anatomy and Physiology
- Postgraduate level qualification in Leadership
- Postgraduate level qualification in Research

Band 8: Registered Clinicians

Role titles may include

- Lead/senior General Practice Nurse
- Senior Paramedic Practitioner
- Advanced Clinical Practitioner (ACP) – meeting the multi-professional framework for ACP (HEE, 2017)
- Clinical Consultant
- Practitioner with Special Interest
- Executive Nurse Lead

Expectations

At this band the clinician may or may not be working clinically depending upon the focus of the role.

Where a clinical element is maintained it will be within the appropriate clinical band for the individual's level competence and education. However to work within an advanced clinical role the practitioner will have achieved and consolidated Advanced Clinical Practitioner status, demonstrating highly specialised knowledge in general practice. The band 8 role may differ in organisations but is likely to entail key responsibilities with respect to leadership, management, research, advanced clinical practice, service development and improvement and education. They will be expected to be at the forefront of developments in their field, usually undertaking original research or having responsibility for co-ordination and delivery of Research and Service Development in their organisation and the implementation of research and evidence into practice.

An ACP will continue to have clinical patient contact and may also/or specialise in one area of practice and use this in a consultancy capacity.

Patients seen by a band 8 Advanced Clinical Practitioner may be presenting with undifferentiated undiagnosed conditions and/or have multiple complex conditions requiring high level complex interventions and consultancy level review.

Taking responsibility and accountability for their own actions a clinician working at band 8 will be expected to:-

Person-centred care

Provide and assure person-centred and compassionate care and evaluate the patient experience across the service.

Safe Care

Provide and assure safe care to patients and service users and maintain a safe environment for all according to local and national standards and evaluating across the service.

Optimal patient outcomes

Provide and assure evidence based care to individual patient/service users and groups and continually review and develop own and service effectiveness, lead service improvement and contribute to research.

Effective workplace culture

Establish an effective workplace culture across the service that sustain person-centred, safe and effective care through self-awareness, leadership, active learning, development, improvement and innovation

Clinical practice:

- Work clinically acting in a consultancy capacity for complex general practice clinical interventions. This may be in a broad range of general clinical interventions or in a specialised area
- Teach and develop other staff to enhance their practice to manage increasingly complex situations
- Assess patients presenting with undifferentiated, undiagnosed presentations and use advanced assessment, diagnostic reasoning skills and a range of other diagnostic support tools demonstrating practical knowledge and critical understanding of the range of theories and principles that underpin the approach in general practice
- Respectfully challenge practice, systems and policies in an objective and constructive manner
- Proactively develops opportunities to influence national and local policy and strategy
- Develop, deliver and evaluate training and education packages, for individuals and groups, across a broad range of community nursing needs and in collaboration with other disciplines and agencies to facilitate inter-professional/ agency learning
- Build capacity and capability to support learning in practice settings and collaborate with education service providers and education commissioners to ensure workforce and student needs are met. Able to display originality of thought and utilise this in innovative service development and delivery and safe implementation of new policies and guidelines for practice

Minimum educational requirements

- Registered on Part 1 NMC register or other professional register
- Postgraduate/MSc level qualification in disease specific area pertaining to role. For example- Diabetes, Respiratory, Sexual Health, Cardiology and Frailty
- Professionally recognised mentorship qualification with ability to sign off pre registrants on to professional register

If working in an advanced clinical practice or specialist/ consultant role

- Independent and Supplementary prescribing - V300 (Clinicians unable to undertake the NMP programme to have an accredited pharmacology module)
- Accredited Clinical examination and consultation module at academic level 6 or 7
- Advanced Practitioner Qualification at level 7 or accreditation through relevant professional body

Recommended Qualifications

- NMC practice teacher award or Practice Educator award if role focused in education
- Level 3 Extended brief interventions
- Postgraduate level qualification in Anatomy and Physiology
- Postgraduate level qualification in Leadership

- Postgraduate level qualification in Research

May be working towards:

- Professional Doctorate (Clinical practice, education, leadership or management)
- PhD (Research)

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