

Meeting the workforce regulations: Skills for Care advice on CQC's workforce- specific outcomes

Introduction

The following advice and guidance has been developed to help providers of residential and community adult social care services to fulfil their responsibilities in respect of the outcomes in the Care Quality Commission's (CQC) guidance about compliance with 'Essential Standards of Quality and Safety'. The advice notes will contribute to understanding 'what providers should do to comply with section 20 regulations of the Health and Social Care Act 2008'.

CQC expects services to demonstrate good practice in meeting the essential standards of quality and safety and in delivering positive outcomes for people who use services. The following advice and recommendations aim to help you achieve this by highlighting key development and to help you assist your workforce in achieving these goals.

CQC guidance about compliance clearly shows the regulations and the required outcomes. It also has 'prompts' – some of which are for specific service types. These are not replicated here; the focus instead is on assisting services to meet the outcomes by responding to the prompts. As such providers should ensure that Skills for Care advice is used in conjunction with CQC guidance set out in the 'Essential Standards of Quality and Safety'.

Signposts to relevant information, tools and sources of additional support are included in these advice notes where applicable. **They take account of the current range of qualifications, and they will be updated to reflect changes coming under the imminent Qualifications and Credit Framework (QCF).**

The following advice has been developed following consultation with providers of services and people who use them, regulators and other sector stakeholders.

Foundation stones – ‘values’ and ‘planning’

The advice on meeting the workforce regulations, like all Skills for Care products, is based on person-centred values and principles. Providers are expected to establish such values and principles within their care services as they pursue compliance with the essential standards. To help with this, they may wish to consider [The Common Core Principles to Support Self Care](#) as a foundation stone of their adult social care practice.

Both CQC guidance and Skills for Care advice highlight the responsibility of the service provider and registered manager to continue to improve care standards through a well-trained workforce. When adopting the common core principles, services and Registered Managers should recognise the differences between service types and care settings. Managers should create a workforce development plan that shows their assessment of the training needs that are essential to providing good outcomes for the particular people using their service, reflecting their particular needs. Learning and development programmes, including induction, should be based on the plan, and should reflect the common and core social care areas as well as areas specific to the model and type of service. Individual development plans for each worker must also be based on the overall workforce plan.

Recognition of the crucial role of leaders and managers in workforce development reinforces the importance of the registered manager’s qualifications. Where the requirement is for a single management qualification it is advised that there should be a lead person, vocationally or professionally qualified, within the senior team to lead on care and training. This is expanded upon under Outcome 25.

Records and evidence are important in demonstrating compliance with CQC’s essential standards. Skills for Care advises that completing the National Minimum Data Set for Social Care (NMDS-SC) – both the individual worker records and the establishment record – and preparing a workforce plan will provide relevant evidence about the workforce. The downloadable NMDS-SC Establishment Profile together with a workforce plan that includes learning and development will go a long way towards showing how well the workforce are meeting the outcomes in the essential standards now, and how this is intended to be done in the future.

Who and what this advice covers

These Advice Notes are intended specifically for the residential and community service types covered by CQC's regulations. However, the advice is also relevant to other regulated service types where there is integration with health, and to adult social care services that are not subject to regulation – particularly day care.

The focus of this document relates to CQC Outcomes 14 and 25. However, the advice also relates to parts of Outcomes 12 and 13. In developing a comprehensive workforce plan the service provider should link these four outcomes as they cover all aspects of responsibilities for the workforce.

In addition to these four outcomes, the majority of the outcomes within the CQC guidance rely on a central role for the workforce. In view of this, an additional resource; 'How workforce standards help your inspection: Skills for Care products to help meet CQC's general service outcomes', has been developed to accompany this advice. This aims to alert managers to information, tools and sources of additional support from Skills for Care and other key authorities, which are relevant to each outcome.

Outcome	Supporting Workers – training and qualifications relevant to job
14 A & E	roles

Induction: [Skills for Care Common Induction Standards](#)

1. Service providers are advised that all adult social care practitioners should complete the Common Induction Standards within 12 weeks of starting their job.
2. The Common Induction Standards need to be delivered in a context relevant to the service and job role.
3. Completion is subject to a recorded assessment which identifies the areas of work that the practitioner is competent to undertake at that point in time.
4. Lone working should not be permitted until the Common Inductions Standards are completed or until competence has been assessed and a manager 'signs off' that a practitioner is 'safe to leave' to work alone.
5. The registered manager may assess as completed those Common Induction Standards that a worker has earlier completed when working for a previous service provider. The manager's satisfaction of the worker's safety to practice unsupervised should be based on recorded evidence such as references, certificates or a skills audit and observed practice. In addition, it is strongly advised that local inductions are carried out to ensure workers are properly introduced to the new work environment and requirements of the people using the

Training and Qualifications that satisfy the learning outcomes

Units or qualifications relevant to job role

The table below brings together requirements and recommendations from Skills for Care as well as legislative and professional bodies, which should be included in learning and development plans. The table highlights; that different levels of training will be appropriate for different job roles, ranging from awareness and information training to advanced training for workers who provide direct care and support. **Information in the table must be used in conjunction with the rest of the Skills for care advice as well as other sources of information, recommendation and regulation.**

Using the organisational and individual workforce plans Registered Managers must clearly link level of training during induction, and frequency of refresher training to particular job roles, service types and settings. An annual refresher programme should be considered.

NB- Legal requirements must be adhered to.

Service providers and registered managers should assess the need for refresher training according to the service type, care setting and dependent on the role and functions of the worker. On this basis.. This should be reflected in both the service's workforce development plan and in individual plans for each practitioner.

It is important that the registered manager or a delegated person assesses the competence and confidence of all workers to carry out tasks. It is particularly important that young practitioners (16–18 year olds) are supported in care work. Young practitioners must have completed or be undertaking an approved training programme and registered managers should particularly assess their competence and confidence before they carry out intimate tasks. This should be done with the consent of the person being supported and/or their advocate. Inexperienced practitioners should not be left in charge of a care setting or be left to work on their own.

It is the responsibility of the service provider and registered manager to ensure practitioners are provided with opportunities for continuing professional development (CPD). This can be provided in a variety of ways to ensure practice and knowledge is up to date. The overall workforce plan as well as individual learning and development plans should be used to identify and record the further skills and qualifications needed by practitioners and how they are to be met.

Requirement- 'what?'	Designated Job Roles- 'who?'	Timescale- 'when?'	Additional information
<p>Health and Safety Awareness training for all - level of training according to job role</p>	<p>All workers</p>	<p>During Induction</p>	<p>Refer to:</p> <ul style="list-style-type: none"> - Health and Safety Executive legislation and requirements - Skills for Care resources
<p>Moving and Handling/ Moving and Positioning Awareness training for all - level of training according to job role.</p> <p>Advanced training</p>	<p>All workers</p> <p>Care practitioners, senior care practitioners and managers</p>	<p>During Induction</p> <p>Within 3 months of appointment to role</p>	<p>Refer to:</p> <ul style="list-style-type: none"> - Health and Safety Executive legislation and requirements - Skills for Care resources
<p>Fire Safety</p>	<p>All workers</p>	<p>During Induction</p>	<p>Refer to:</p> <ul style="list-style-type: none"> - Health and Safety Executive legislation and requirements - Skills for Care resources
<p>Emergency First Aid Awareness</p>	<p>All</p>	<p>During Induction and ½ day course for lone workers</p>	<p>Refer to:</p> <ul style="list-style-type: none"> - Health and Safety

			<p>Executive legislation and requirements</p> <ul style="list-style-type: none"> - Skills for Care resources
<p>Accredited Training for First Aiders (issued by a training provider approved by the Health and Safety Executive)</p>	<p>Accredited First Aider (residential services should have an accredited and qualified first aider on duty at all times)</p>	<p>On accreditation</p>	<p>Refer to:</p> <ul style="list-style-type: none"> - Health and Safety Executive legislation and requirements - Skills for Care resources
<p>Infection Control Awareness training for all - level of training according to job role.</p>	<p>All</p>	<p>During Induction</p>	<p>Refer to:</p> <ul style="list-style-type: none"> - Department of Health: Code of Practice for health and adult social care on the prevention and control of infections and related guidance. - Skills for Care resources
<p>Food Safety in Catering or Food Hygiene</p>	<p>Practitioners involved in preparing and serving food and drink including lone workers</p>	<p>Prior to undertaking food or drink preparation and serving</p>	<p>Refer to:</p> <ul style="list-style-type: none"> - Guidance from the Food Standards Agency - Guidance from the Chartered Institute of
<p>Nutrition and Hydration</p>	<p>As Above</p>	<p>During Induction</p>	

<p>Awareness training for all - level of training according to job role.</p> <p>Advanced training</p>	<p>Senior care practitioners and managers</p>	<p>Within 3 months of appointment to role</p>	<p>Environmental Health</p> <ul style="list-style-type: none"> - Skills for Care resources
<p>Medication Safe Handling and Awareness</p>	<p>Senior care practitioners and managers who administer medication</p>	<p>Prior to administering medications</p>	<p>Refer to:</p> <ul style="list-style-type: none"> - Guidance from the Royal Pharmaceutical Society of Great Britain - Skills for Care resources
<p>Safeguarding Adults Briefing and Safeguarding Adults local policies and procedures</p> <p>Advanced training</p>	<p>All workers</p> <p>Senior care practitioners and managers</p>	<p>During Induction</p> <p>Within 3 months of appointment to job role</p>	<p>Refer to:</p> <ul style="list-style-type: none"> - Skills for Care resources
<p>Specialist Areas</p>	<p>All according to service type, learning and development</p>	<p>Awareness training for all staff during induction</p>	

<p>*Care Planning and Recording</p> <p>Dementia</p> <p>*Dignity and Equality</p> <p>Learning Disability</p> <p>*Mental Capacity and Deprivation of Liberty</p> <p>*Nutritional, Dietary and Hydration Needs</p> <p>Physical Intervention (BILD accredited where appropriate)</p> <p>Positive Behaviour and Support</p>	<p>plans and job role. Those marked * should be covered in all service types</p> <p>Care Practitioners, senior care workers and managers should consider advanced training</p>	<p>Advanced training commenced within 6 months of appointment to job role and/or linked to previous experience</p>	
<p>Continuing Professional Development</p>	<p>Registered Social Workers and Nurses where registration is a requirement of the Service Provider or in regulation of the service types</p>	<p>Linked to annual appraisal and the frequency of re-registration and the requirements of the registration body</p>	

<p>Ongoing Training Health and Social Care NVQ (level 2-4)</p>	<p>Care Practitioners</p>	<p>All practitioners should be offered the opportunity to achieve a recognised vocational qualification on completion of induction. It is advised that Health and Social Care Apprenticeship Framework is used for 16-18 year old Care Practitioners</p> <p>Practitioners should be expected to achieve level 2 within 2 years of appointment. Thereafter they should be offered opportunities for Continuing Professional Development</p>	<p>The Registered Manager should put in place a learning and development plan that has the objective of ensuring that all practitioners employed within the service type are qualified to level 2 or higher. Further that qualified practitioners are deployed within the service type in a way and at times that ensures service user safety, choice, health, care and dignity.</p>
<p>Care and Management Awards Care Qualification: EITHER a relevant vocational (NVQ 4) OR a professional qualification</p>	<p>Registered Care Manager</p>	<p>Held on appointment or to commence training within 3 months</p> <p>To be achieved within 2 years of appointment.</p>	<p>Continuing Professional Development as required by learning and development plan</p>

<p>and registration (Social Work, Nursing, OT or Physiotherapy)</p> <p>AND Leadership and Management in Care Services in Care Award or equivalent</p> <p>NB see information under outcome 25 for information.</p> <ul style="list-style-type: none">- requirements related to domiciliary care provision.- Changes to qualifications.			
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Care and Management Awards

A rigorous and thorough recruitment and selection process should ensure that only managers who have the appropriate knowledge and skills, who are suitable to provide and manage social care, are appointed to the workforce.

Skills for Care has developed the [Manager Induction Standards](#) for use by all 'new' managers of adult social care, i.e. those new to management and those new in post who have previously managed other care services. The standards have been mapped to the core units of the National Occupational Standards for Leadership and Management for Care Services.

A registered manager should hold a relevant management qualification at level 4. The Leadership and Management for Care Services Award is the relevant qualification but the earlier Registered Managers Award (RMA) remains a valid and relevant qualification for registered managers and there is no expectation upon RMA holders to undertake a replacement qualification.

If the registered manager does not hold any of the above qualifications it is advised that they will need to register to undertake a manager's qualification with an appropriate awarding body within three months of appointment. Completion of the qualifications should be within 18 months to two years of registration with the awarding body.

Managers should also be experienced and qualified care practitioners and this should be relevant to the people they are supporting. A relevant care qualification should have been attained, i.e.:

- Health and Social Care NVQ level 4
- Relevant nursing, physiotherapy or occupational therapy qualification and registration
- Relevant social work qualification and registration with the GSCC.

Where the registered manager of a domiciliary care agency which provides personal care, or a nurses' agency providing nursing care, does not hold a relevant care qualification, the service provider should appoint one or more people in their organisation who do hold a relevant qualification to support the registered manager in matters relating to the delivery of social care and training.

In order to continue to meet the flexibilities and demands required by the Adult Social Care workforce, **Skills for Care are in the process of developing a ‘hybrid’ QCF level 5 qualification that includes both management and care practice units.** It is envisaged that this single qualification will meet the needs of many registered managers in Adult Social Care. This qualification shall be available in Spring 2011.

Continuing professional development

The continuing professional development (CPD) of social care practitioners beyond induction and initial training is crucially important for service providers, the workforce, and for people using the services. Continuing professional development is an ongoing and planned learning and development process that contributes to work-based and personal development. The registered manager must undertake relevant training to maintain and improve knowledge and skills and contribute to the learning and development of others. The registered manager has a key responsibility to ensure that workers each have individual development plans and that effective CPD systems are in place. CPD should be relevant to the role, setting and the needs of the people using the service, and where possible should be linked to the Qualification Credit Framework. An annual review of CPD should be undertaken by the registered manager as part of each care practitioner’s annual appraisal.

The CPD needs of registered managers themselves are the responsibility of the Registered Person, who may wish to consider making mentoring support available to their manager(s). Skills for Care’s [CPD guidance](#) can be downloaded from the website.

Supervision

Professional supervision can make a major contribution to the way service providers ensure the achievement of high quality provision and consistent outcomes for people who use services. High quality supervision is also vital in the support and motivation of practitioners undertaking demanding jobs and should therefore be a key component of retention strategies. Supervision must enable and support practitioners to build effective professional relationships, develop good practice, and exercise both professional judgement and discretion in decision-making. For supervision to be effective it needs to combine a performance management approach with a dynamic, empowering and enabling supervisory relationship. Supervision should improve the quality of practice, support the development of integrated working and ensure continuing professional development. It is therefore at the core of individual and group continuing professional development. Skills for Care’s workforce development tool, [Providing Effective Supervision](#), can be downloaded from the website.

Where there is no supervisory line management or professional support arrangements for the registered manager the Registered Person should consider making mentoring support available.