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**General Practice   
Competency Framework**

**Hillingdon General Practice**

**Level 3**

## Introduction

Congratulations on completing level 2 of the General Practice Competency Framework and welcome to level 3 (the final level). The Training Hub Team is delighted to support the good work of Hillingdon Practices with the revised version of the Hillingdon General Practice Competency Framework.

## What is the competency framework?

The framework is localised guidance, steered to identify the competencies that GP practice staff should have to carry out their roles with skills and confidence. It brings together a range of work areas and important tasks that staff are expected to carry out in their day-to-day roles. It is a checklist that can be interpreted to fit each individual practice and to work within practice policies and procedures. Level 3 is the 3rd of a series of three and is divided into 7 competency areas and each task is outlined.

## Why is it useful?

Hillingdon Practice Managers and staff were consulted upon its design and content with feedback given that it would be very useful to:

* Promote best practice amongst Hillingdon GP practices.
* Enable consistency in standards across Hillingdon GP practice staff.
* Allow staff to showcase their skills and competencies to support appraisal and career development.
* Allow line managers to identify gaps in learning; training needs, plus utilise staff skills and experience for effective working.
* An induction into a new practice role
* Consolidating the skill sets of current staff alongside training.
* A personal record to evidence transferrable skills
* A tool for consistency of practice within and across practice.

## Who is it for?

The Level 3 framework is for:

* Someone that has completed level 2 or has relevant experience at that level
* Someone that is new to the role, but has previous experience in general practice
* Someone that is looking to enter more senior/leadership role
* Someone that is looking to change their career within primary care

## How do we use it?

The booklet has 7 competency areas with key tasks listed underneath. These form the basis of meeting the Level 3 competency framework requirements (however these can be tailored and added to). For each task or group of tasks, staff can tick the boxes to show they are working towards or have completed the requirements to achieve a good working standard in this subject area. Sign off should be completed by the line manager and is to be given on assessing the adequate delivery of the task under observation. Observing staff at work and with patients and colleagues over a period of time will be the main form of assessment and sign off. However written evidence can be collated and shown where appropriate and relevant.

| Areas of Competency | Working Towards | Competent | Evidence  Collated | Assessor  Sign Off |
| --- | --- | --- | --- | --- |
| 1. **Manage Practice Appointments** |  |  |  |  |
| **Be able to undertake, understand and articulate the following:** |  |  |  |  |
| Understand the utilisation of the appointments system by both patients and staff. Recognise and highlight patterns where appointments are under-utilised or over-booked including excessive waiting times or little availability throughout the day or into the following weeks. Ensure the system is accurate, well maintained and you have knowledge of the EMIS and telephone system tools for analysis. |  |  |  |  |
| Analyse patient demand for appointments by identifying what percentage of the practice list size phones, books online, books in person for appointments in a week (on average 5-9%), which methods are more popular, with which population, and at which times of the week and day. |  |  |  |  |
| Audit what the practice currently does; which patients call, are triaged, are seen, by which staff, in which clinics and for what reasons. Including the ARRS (Additional Roles Reimbursement Scheme) staff that offer a service to patients. |  |  |  |  |
| Ensure that all staff are aware of what appointments can be booked at the practice or local hubs to enable signposting and appointment booking to the most relevant clinician or team member. |  |  |  |  |
| Work with the Practice Manager and GPs to develop the appointments schedules with appropriate clinical and social prescribing skills for the best management of patient needs. |  |  |  |  |
| Identify “red flag” symptoms with a GP and discuss with the whole practice team. Develop in-house protocols and training under the supervision of a GP on how best to manage and signpost these. |  |  |  |  |
| Design protocols and procedures and ensure communication and compliance for any new ways of working across the whole practice team or PCN services. |  |  |  |  |
| NOTES: |  |  |  |  |

| Areas of Competency | Working Towards | Competent | Evidence  Collated | Assessor  Sign Off |
| --- | --- | --- | --- | --- |
| 1. **Linking with local Voluntary organisations** |  |  |  |  |
| **Have an understanding of and contact with; the wider health and social care provision and be able to inform patients accordingly:** |  |  |  |  |
| Actively promote and signpost to clinical online consultations e.g. Patches, EConsult, etc. to patients, to help with access and management. Understand the practice implementation of the system, how it works and ensure the team works and promotes it in a similar way. |  |  |  |  |
| Actively promote other local and national schemes to assist patients and their families such as referring to Social Prescribers etc. |  |  |  |  |
| Ensure that the team are aware of roles, responsibilities and boundaries in signposting patients including basic information and when to refer to more knowledgeable ‘signposters’ either within the Practice or PCN. |  |  |  |  |
| Maintain the waiting areas and information areas with up to date and relevant information for patients in the forms of leaflets and posters, as well as digital information on screens and at information points on local support they can access. |  |  |  |  |
| Ensure patients are aware of the Practice Website and other sources of information such as the Council website, NHS app, H4All services, NHS UK in order to enable patient choice and empowerment. |  |  |  |  |
| Organise members of the voluntary sector to come and speak to staff at team meetings or to patients in the waiting room in order for them to gain more knowledge and understanding of the work they do and the services they offer. |  |  |  |  |
| NOTES: |  |  |  |  |

| Areas of Competency | Working Towards | Competent | Evidence  Collated | Assessor  Sign Off |
| --- | --- | --- | --- | --- |
| 1. **Effective Communication** |  |  |  |  |
| **Be able to demonstrate and promote within the team as follows:** |  |  |  |  |
| Understand and manage your communication style ensuring it is clear, effective and appropriate for the situation including respecting personal situations and cultural factors. Modify and improve your style with open feedback and honest reflection. |  |  |  |  |
| Demonstrate a warm, empathetic, sensitive and helpful approach appropriate for working with staff and patients in general practice and the NHS. |  |  |  |  |
| Understand the terminology around patient care and be able to translate that into manageable and appropriate formats for patients and families. |  |  |  |  |
| Be able to conduct holistic assessment of people and situations both on the telephone and in person. |  |  |  |  |
| Liaise and refer to the Social Prescribers, patients and carers so they can help identify their own strengths and resources to achieve their goals and advise on availability of support to do so. |  |  |  |  |
| Demonstrate understanding of adult and child safeguarding, end of life care, the needs of older adults and mental health conditions including dementia, and how these can impact on a person’s behaviour. Understand how to manage difficult conversations sensitively and seek help if required. |  |  |  |  |
| In all patient and family contacts, look out for additional signs and identify what other support they can be offered, to promote independence and wellbeing, such as referring to relevant ARRS roles e.g. Social Prescribers, Health and Wellbeing staff, etc. |  |  |  |  |
| Flag up with the GPs and wider team any concerns you have or patients you have noticed who may be particularly ‘vulnerable’ or ‘at risk’. |  |  |  |  |
| NOTES: |  |  |  |  |

| Areas of Competency | Working Towards | Competent | Evidence  Collated | Assessor  Sign Off |
| --- | --- | --- | --- | --- |
| 1. **Managing Clinical Correspondence** |  |  |  |  |
| **Be knowledgeable and competent to lead the following:** |  |  |  |  |
| Understand which types of clinical correspondence come into and out of the practice, in what format and from which source. Identify groups of correspondence that can be dealt with similarly, categorise these groups and define the processes by which they are received / sent, sorted, scanned, checked; actioned and filed. |  |  |  |  |
| Ensure there is ‘how to’ guidance for sorting and scanning, and that the GPs have designed and described any delegated functions for checking, actioning and filing. GPs need to maintain oversight and training for any actions including coding into the system. |  |  |  |  |
| Ensure that any new processes and the associated guidance and procedures are clearly written and understood by all staff involved in any aspect of clinical correspondence so that their roles, responsibilities, boundaries and handovers are clearly defined. |  |  |  |  |
| Identify relevant staff from within the team to work on clinical correspondence ensuring any delegated functions are clearly handed over with continued clinical oversight and that they have attended the relevant training on:   1. Medical terminology 2. Summarising 3. Coding |  |  |  |  |
| Learn and understand the clinical systems in use in the practice to be able to promote the use of Emis and Docman to their full capacity for accurate, efficient and effective management of patient information. |  |  |  |  |
| NOTES: |  |  |  |  |

| Areas of Competency | Working Towards | Competent | Evidence  Collated | Assessor  Sign Off |
| --- | --- | --- | --- | --- |
| 1. **Auditing Clinical Correspondence** |  |  |  |  |
| **Be able to undertake, understand and communicate the following:** |  |  |  |  |
| Identify the workload issues that most impact on the use of GPs and other clinicians time on non-clinical activities or are at most risk of creating a backlog in practice work. |  |  |  |  |
| Ensure you have an understanding of the current and changing situation in practice. Audit the correspondence at baseline and regularly thereafter in terms of numbers, formats, types, time through the system, hours of work to manage it and where it ends up. Analyse which changes are having an impact on GPs and other clinicians’ workload and time. |  |  |  |  |
| Audit the system either by random letter selection or an embedded template search to ensure its clinical and patient safety, ensuring both patient journeys and outcomes were safe and timely, and that GPs are clinically satisfied with these. |  |  |  |  |
| Identify, record and learn from any near misses or incidents highlighted from the audit, discussing at team meetings and adjusting procedures or improving training accordingly. |  |  |  |  |
| NOTES: |  |  |  |  |

| Areas of Competency | Working Towards | Competent | Evidence  Collated | Assessor  Sign Off |
| --- | --- | --- | --- | --- |
| 1. **Team Development and Learning** |  |  |  |  |
| **Be able to share the learning and develop the team by:** |  |  |  |  |
| Work with other team members to identify personal development opportunities and internal career progression using the Hillingdon Competency Framework Booklets as a management and training tool to do so. |  |  |  |  |
| Ensure that the relevant staff are appropriately trained and supported by practice protocols, management support and clinical leadership and promote shared learning within the practice, by ensuring those that are sent on training courses come back and de-brief their colleagues. |  |  |  |  |
| Conduct exit interviews on staff that are leaving to monitor and understand the reasons why. Analyse reasons and make appropriate recommendations to the GP Partners and Practice Manager as well as feeding in to the PCN (Primary Care Network) to see if there are common themes locally that need to be addressed. |  |  |  |  |
| Mentor and monitor staff’s work including following procedures and ensuring safe patient outcomes. Be able to conduct searches on the clinical system to provide information to the practice teams to aid with patient care and practice/PCN targets. Regularly communicate in team meetings audit outcomes, changes in procedure and practice learning. |  |  |  |  |
| Demonstrate the willingness to learn and develop within your role, promoting others to learn and develop too, and be central to a shared Practice/PCN environment that delivers consistent, quality and sustainable care for patients. |  |  |  |  |
| NOTES: |  |  |  |  |

| Areas of Competency | Working Towards | Competent | Evidence  Collated | Assessor  Sign Off |
| --- | --- | --- | --- | --- |
| 1. **Training and Career Development** |  |  |  |  |
| **Ensure completion and regular updating of all practice mandatory training, know the key practice leads and have a good awareness of the policies and procedures, where to find them and your role in their implementation.** |  |  |  |  |
| For **leadership roles** in Practice, the following skills and training are recommended, these are often available at London-wide level or through individual education courses:   * Supervisory and management skills * Decision making skills * Persuasion and negotiating skills * Giving and receiving feedback skills * Change management or quality improvement skills * Project management skills. |  |  |  |  |
| Where you are developing **Signposting skills**, you may wish to progress to a Practice Health Champion role or Social Prescriber role within the PCN, and you will need the following in particular, commissioned as part of the Hillingdon training package:   * Customer care including telephone skills * Active signposting skills * Health coaching skills |  |  |  |  |
| Where you are developing **Clinical Correspondence skills**, you may wish to progress to a Health Care Assistant (HCA) or within the PCN a GP Assistant role and you will need the following in particular, commissioned as part of the Hillingdon training package:   * Medical terminology understanding * Clinical coding knowledge * Summarising skills |  |  |  |  |
| On completion of the Hillingdon Receptionists’ Competency Framework booklets, you will now be in leading roles within the Practice administration team: managing reception, managing teams, signposting patients and / or managing clinical correspondence. For **further career progression** you can look to:   * Practice Manager competencies * HCA competencies * Social Prescriber/GP Assistant competencies   These have their own frameworks and training and development requirements. |  |  |  |  |
| NOTES: |  |  |  |  |

## Final Sign Off

**Disclaimer:** I can confirm to the best of my knowledge during this observation the employee demonstrates a level of competence against the outcomes documented above that is a true account of the employee’s normal practice.

|  |  |  |  |
| --- | --- | --- | --- |
| Assessor Name | Job Role | Date | Signature |
|  |  |  |  |

## Certificate of Achievement

Final sign off of all competency areas and tasks should be completed by the Line Manager and a Hillingdon certificate awarded for completion of the Competency Framework Level 3. These certificates will be standard across Hillingdon and will provide staff with recognition of the good work that they do in general practice every day.

## Some Useful References

* The Confederation, Hillingdon CIC Website – <http://www.theconfederationhillingdon.org.uk>
* Skills for Health Website – <http://www.skillsforhealth.org.uk>
* The Training Hub team email – [hillconfed.traininghub@nhs.net](mailto:hillconfed.traininghub@nhs.net)
* Confederation Communication email – [hillconfed.comms@nhs.net](mailto:hillconfed.comms@nhs.net)

## On Completion

Congratulations! You have successfully completed and have been signed off as achieving the Level 3 Competency Framework. Your certificate will be presented to you by your Line Manager.

We wish you every success in the important role you currently play in general practice and any career progression you may wish to undertake. Speak to your Line Manager regarding your future training and development needs.

If you have any further questions, suggestions or requests regarding education and training please do not hesitate to contact us at [hillconfed.traininghub@nhs.net](mailto:hillconfed.traininghub@nhs.net)

Good luck!

The Hillingdon Training Hub Team

With Thanks To:

Marie Franklin – Non Clinical Lead, The Hillingdon Training Hub

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