

OLH&CS Competency Based Framework

Introduction

A competency is defined as a behaviour, skill, knowledge or attribute possessed by a person which results in effective performance. A Competency Based Framework is a consistent structure which defines competencies required by individuals working in an organisation.

This Competency Based Framework has been developed in line with Our Lady's Hospice & Care Services Workforce Strategy 2015-2017 and has been aligned to our strategic objectives. The framework details the essential skills, abilities, knowledge and behaviours employees of Our Lady's Hospice & Care Services must possess for the purposes of effective performance.

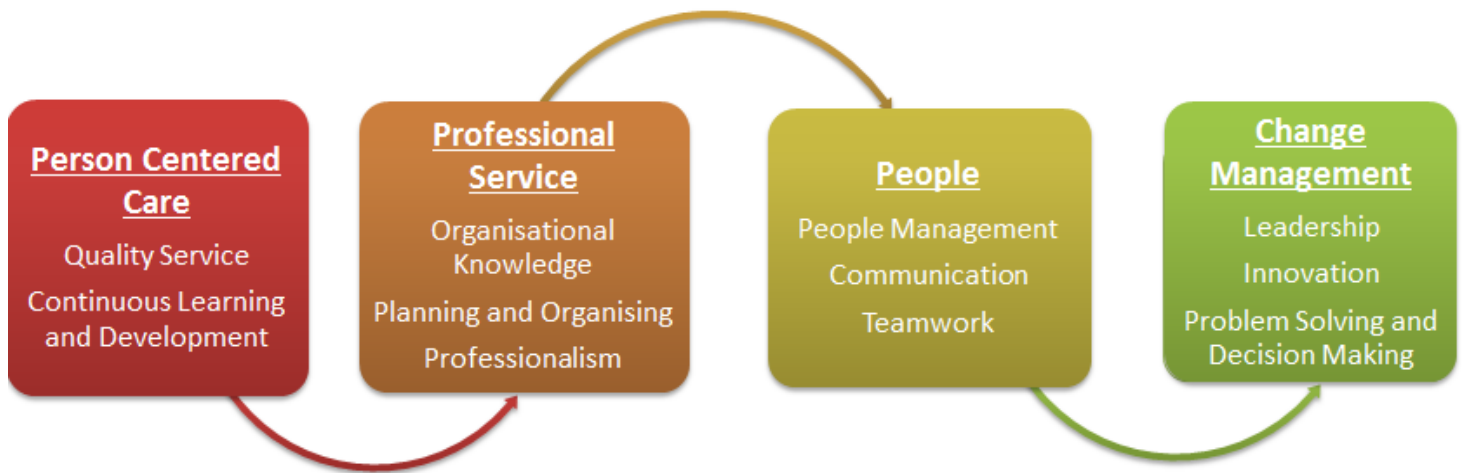
This framework will act as a guide to both managers and employees indicating the essential areas and levels of performance. It details the skills, behaviours and motivations that are valued and recognised throughout Our Lady's Hospice & Care Services.

The purpose of this framework is to:

- Ensure the organisation applies a fair and transparent recruitment and selection process, in line with Equality Legislation, to the appointment of staff to all positions within the organisation
- Ensure we recruit the right people with the right skills, attributes and behaviours in order to promote and maintain a high standard workforce
- Deploy and maintain the right staff to the right jobs
- Provide an accurate, objective and consistent tool to assess performance throughout the organisation and to identify training needs which are cost-effective, goal-oriented and productive
- Retain our staff through learning, training and development by linking competencies to the organisational strategy
- Manage the workforce and succession planning in an objective manner

The Core Competencies detailed below summarise the capabilities that are essential across all jobs and that we believe collectively contribute to the overall success of Our Lady's Hospice & Care Services.

Framework



The competencies detailed in this framework are applicable to all roles within Our Lady's Hospice & Care Services. The competencies are separated into three levels which will detail the standard of each competency required for the role. As a staff member progresses through the levels they must satisfactorily meet all competency levels. The levels are as follows:

- **Level 1:** Entry Level Staff
- **Level 2:** Senior Staff and Middle Management
- **Level 3:** Head of Department and Senior Management

Person Centered Care

Our staff are committed and passionate about providing the best possible service to patients, residents and their families through ensuring a high quality service and engaging in continuous learning and development.

Quality Service
<p>Level 1</p> <ul style="list-style-type: none"> • Adopts a patient / resident centered approach at all times • Demonstrates a commitment to achieving a high standard result • Is flexible and adaptable to meet unanticipated demands • Ability to act as an advocate for patients and residents • Foster a multi-disciplinary approach to ensure the best possible care is provided • Complies with organisational policies and procedures at all times • Understands and respects the rights of all patients, residents and families
<p>Level 2</p> <ul style="list-style-type: none"> • Strong use of initiative • Demonstrates an ability to evaluate, audit and review practice • Provides a flexible service that is responsive to the need of the patient / resident • Optimises appropriate resources within own area to achieve effective outcomes • Identifies and prioritises the requirements of change within own service area, bearing in mind the departmental impact
<p>Level 3</p> <ul style="list-style-type: none"> • Establishes a high performance culture • Monitors and maintains the quality of the service • Seeks opportunities and leads initiatives for improving services • Promotes a multi-disciplinary approach • Promotes an efficient and cost effective service

Continuous Learning and Development	
Level 1	<ul style="list-style-type: none"> • Displays enthusiasm and motivation to work • Learns quickly and adapts with new ideas and procedures • Engages in performance management and participates in training as required • Awareness of all roles, departments and structures within the organisation • Takes accountability for maintaining one's own continuous professional development • Receptive to constructive feedback • Aware of one's own limitations • Strives to progress within the organisation • Achieves performance goals • Engage in knowledge and experience sharing for the purposes of learning and development
Level 2	<ul style="list-style-type: none"> • Utilises research and an evidence based practice approach to care • Seeks to expand duties and responsibilities for the purposes of progression • Creates, structures and maintains a learning environment for staff • Ensures staff are trained on all new policies and procedures • Provides constructive feedback to staff • Mentor staff as appropriate • Gathers feedback from staff to improve teaching methods
Level 3	<ul style="list-style-type: none"> • Promotes engagement in continuous learning • Provides and supports learning opportunities for staff • Utilise information provided from professional bodies to improve knowledge and resources available to staff • Has appropriate specialist knowledge in the area • Is known and respected as a clinical and managerial resource • Stays abreast of new technologies and research relevant to the area

Professional Service

Our Lady's Hospice & Care Services is committed to providing a professional, efficient and flexible service through ensuring our staff have the required knowledge and effective planning and organising skills in order to maximise the quality of the service whilst managing competing demands.

Organisational Knowledge
<p>Level 1</p> <ul style="list-style-type: none"> • Strong knowledge of Our Lady's Hospice & Care Services Core Values, Mission Statement and services provided to patients/residents in both Harold's Cross and Blackrock • Strong understanding of the healthcare environment • Awareness of the organisational chart and the department and management structures throughout the organisation • Understands and adheres to policies, procedures, regulation and standards • Applies practice that is in accordance with relevant legislation and standards • Adhere to a professional code of practice relevant to area of practice • Understands one's own scope of practice
<p>Level 2</p> <ul style="list-style-type: none"> • Is well informed on Health Service trends both nationally and internationally • Can identify the services that differentiate Our Lady's Hospice & Care Services from other healthcare facilities • Understands the function of the different departments and promotes a multidisciplinary approach • Awareness of national health strategies relevant to one's job and grade • Proficient in the use of IT systems to access organisational systems • To utilise developments in information technology for both patient care and administrative support in line with the overall service
<p>Level 3</p> <ul style="list-style-type: none"> • Anticipates and manages the impact of the political environment on the organisation • Identifies strategic priorities in line with organisational objectives • Understand how each department contributes to the overall strategic objectives for the organisation • Understand and influence the national frameworks for hospitals • Utilises available resources to ensure the organisation operates from a 'value for money' mind-set

Planning and Organising	
Level 1	<ul style="list-style-type: none"> • Demonstrates the ability to plan and deliver the duties of the role in an effective and resourceful manner within a model of person-centred care • Adopts a systematic approach to planning, organising and managing caseload effectively • Ability to multi-task without losing focus • Manage competing and changing priorities effectively • Demonstrates a flexible and adaptable approach in a changing environment • Deal with issues in a prompt and timely manner • Utilise established processes and systems for prioritising and delivering on tasks • Demonstrates a high level of attention to detail to ensure accuracy and adherence to policies and procedures
Level 2	<ul style="list-style-type: none"> • Demonstrates an ability to manage and develop self and others in a busy working environment • Anticipates problems and issues and take preventative action to address these • Demonstrates the ability to plan and deliver care in an effective and resourceful manner within a model of person-centred care • Delegates effectively to ensure objectives are achieved • Sets realistic timeframes • Prepares by ensuring adequate resources are available • Ensures resources are utilised in an effective and efficient manner
Level 3	<ul style="list-style-type: none"> • Plans ahead with a vision and understanding of the overall integration of different activities and departments • Develops strategic plans and objectives • Monitors performance and progress of long term goals • Develops and implements efficient and effective systems and processes to ensure smooth and consistent execution of tasks

Professionalism
<p>Level 1</p> <ul style="list-style-type: none"> • Demonstrates honesty, integrity and holds a strong code of ethics • Maintains appropriate and professional boundaries • Ensure confidentiality and discretion is respected in all patient, resident and hospice related matters • Demonstrates enthusiasm and commitment to ones work • Demonstrates an ability to apply knowledge to best practice • Maintains professional appearance and adheres to organisational dress code • Manages personal problems to minimise impact on work and professional relationships • Ability to work in an accurate and consistent manner
<p>Level 2</p> <ul style="list-style-type: none"> • Demonstrates the ability to work with multiple stakeholders across clinical and non-clinical services • Demonstrates and applies research and audit to the work environment • Manages others fairly and consistently • Demonstrates the ability to work under pressure • Awareness of ones own strengths and weakness • Demonstrates resilience by not taking things personally and striving for a successful outcome • Maintains appropriate level of visibility throughout the organisation
<p>Level 3</p> <ul style="list-style-type: none"> • Demonstrates and encourage a strong work ethic • Acts as an advocate for the organisation by projecting a professional image and making a respectful representation • Acts as a role-model for others • Has a transparent approach to work • Adheres to standards and professional codes of practice

People

Our Lady's Hospice & Care Services strives to ensure an open, transparent and objective environment through the utilisation of effective communication and teamwork. We aim to optimise organisational output and achievements through effective people management skills to maximise performance. Effective communication ensures a high quality and accessible service.

Communication
<p>Level 1</p> <ul style="list-style-type: none"> • Demonstrates excellent communication skills, both verbal and non-verbal • Clearly and confidently articulates ideas and opinions and their underlying rationale • Draws on a variety of communication methods to fit a various situations and circumstances • Actively listens • Patiently explains things to others and uses questions to check for understanding and to avoid misinterpretation • Approachable using open body language • Respects confidentiality • Demonstrates the ability to engage in compassionate, individualised and timely communication with individuals with life limiting conditions, families, carers and members of the multidisciplinary team. • Displays awareness and appreciation of the service users and the ability to empathise with and treat others with dignity and respect.
<p>Level 2</p> <ul style="list-style-type: none"> • Expresses ideas clearly and logically, supported by the appropriate evidence to persuade others • Information sharing in an open and timely manner ensuring to keep relevant people informed • Delivers presentations to groups with confidence and credibility • Ability to facilitate two way communication between conflicting parties • Effectively communicates new initiatives and ideas to ensure successful implementation
<p>Level 3</p> <ul style="list-style-type: none"> • Adopts a strategic approach to communicating across the organisation • Establishes a culture of open communication to maintain an atmosphere of trust and integrity • Opens up the channels of communication through the implementation of systems and processes • Establishes and maintains communication networks across the Health Service • Asks strategic questions to get to the root of complex situations • Skilfully mediates conflict situation

Team Player
<p>Level 1</p> <ul style="list-style-type: none"> • Demonstrates the ability to work co-operatively as part of a team • Is a supportive team member • Fosters a collaborative team working environment • Utilises teamwork to share best practice ideas and breakdown departmental barriers • Establishes and maintains external networks for the purposes of increasing efficiency of service delivery and improving quality
<p>Level 2</p> <ul style="list-style-type: none"> • Proactively develops and nurtures workplace relationships • Establishes teams and manages the process • Understands and tolerates different needs and viewpoints • Utilises team strengths and attributes in achieving goals • Engages input from all team members • Facilitates and manages team meetings to ensure to establish a shared sense of purpose and unity • Involves the team in decisions that may affect them • Ensures everyone is aware of each others role on the team • Celebrates success
<p>Level 3</p> <ul style="list-style-type: none"> • Promotes a culture of diversity • Inclusive of key stakeholders for decision making • Facilitates team discussions • Encourages consultation and collaboration across disciplines • Reacts constructively to setbacks and avoids blaming individual team members

People Management	
Level 1	
	<ul style="list-style-type: none"> • Demonstrates patience and respect when imparting information to others • Shows respect on a consistent basis to staff • Acknowledges contributions of all
Level 2	
	<ul style="list-style-type: none"> • Approachable and available for advice and support • Monitors individual's performance and progress against set objectives • Identifies performance problems in a timely manner and manages same • Empowers staff to carry out their responsibility in their preferred way • Monitors work/life balance accordingly • Ensures team members are aware of their role and how it contributes to the organisational strategic objectives • Accurately assesses developmental needs of team members • Recognises strengths and limitations of individual team members and delegates appropriately • Maintains confidentiality when dealing with staff problems • Demonstrates confidence when dealing with challenging situations.
Level 3	
	<ul style="list-style-type: none"> • Establishes a formal structure to ensure staff involvement in key decisions • Anticipates staffing needs within all departments • Allocates responsibilities fairly to effectively manage caseloads • Clarifies roles, responsibilities and accountabilities • Involves and consults with staff and other relevant groups to gather their opinions and support for new initiatives

Change Management

Change management is the process, tools and techniques to manage change to achieve the required organisational outcome. Our Lady's Hospice & Care Services utilises leadership and innovation to aid the organisation to make successful transitions resulting in the adoption and realisation of change in an ever changing environment.

Leadership
<p>Level 1</p> <ul style="list-style-type: none"> • Leads by example • Energetic and enthusiastic approach to work • Motivates and supports work colleagues • Demonstrates an ability to be flexible and change position if required • Builds credibility and portrays the profession in a positive light by being professional and well informed
<p>Level 2</p> <ul style="list-style-type: none"> • Embraces organisational change initiatives • Articulates the benefits of change to others • Ability to encourage, inspire and support others to deliver • Ability to understand how individuals, at all levels, operate and how best to use that understanding to achieve objectives in the most efficient and effective way • Facilitates change • Motivates action in others • Provides clear direction to staff in relation to goals and articulate where the goals fit with the organisational strategy • Ability to bring new ideas and initiatives to fruition
<p>Level 3</p> <ul style="list-style-type: none"> • Enthusiastically articulates a strategic vision • Uses appropriate interpersonal styles and methods to inspire and guide individuals toward goal achievement • Recognises own natural leadership style and capable of adapting leadership style to suit all • Coaches others • Persuasive and skilled negotiator • Influences others through evidence based arguments that are aligned to strategic priorities

Innovation
Level 1
<ul style="list-style-type: none"> • Thinks creatively and implements solutions for everyday problems • Identifies a variety of approaches to problem solving
Level 2
<ul style="list-style-type: none"> • Embraces change by being flexible and enthusiastic to new ideas • Brings all groups of staff together to identify inefficiencies and bring ideas for change to Senior Management • Strives to continually improve own processes and service area • Implements new progressive programmes / processes • Identifies gaps in practice • Puts forward proposals and develops strategic implementation plans to introduce new and improved ways of operating • Demonstrates creative ways to implement low cost people development tools
Level 3
<ul style="list-style-type: none"> • Creates a work environment that encourages creative thinking and innovation in the design of programmes and processes • Demonstrates creative thinking to overcome resource restrictions • Constantly looking for ways that one can improve one's department • When required, introduces innovative solutions with confidence in the presence of conflicting opinions. • Understands and utilises technology to improve work processes

Problem Solving and Decision Making	
Level 1	<ul style="list-style-type: none"> • Demonstrates the ability to effectively evaluate information and make appropriate decisions • Demonstrates a reflective approach when dealing with problems, • Carefully evaluates different solutions prior to action • Supports ideas, views and initiatives with logic and reasoning • Identifies and uses appropriate sources of information when making decisions
Level 2	<ul style="list-style-type: none"> • Acts quickly to address urgent matters • Anticipates problems and issue and takes preventative action to address them • Has basic finance and budgeting knowledge and draws on this to make decisions • Ability to make decisions in challenging situations • Accurately anticipates likely consequences of actions and decisions • Consults with others to improve decision making
Level 3	<ul style="list-style-type: none"> • Develops operating plans that align with strategic priorities • Thinks creatively and conceptually considering the external environment and potential impact decisions might have • Recognises and identifies patterns and trends when assessing data • Anticipates potential issues and opportunities and reacts to same • Considers the impact of decisions, both short term and long term. • Demonstrates leadership and courage in making tough or unpopular decisions • Works collaboratively and tests ideas with a wide range of people internally and externally • Makes decisions through weighing up the cost-benefit and risk implications • Provides specialist authoritative advice to others as required to enable them to make decisions