

**NHS Grampian**

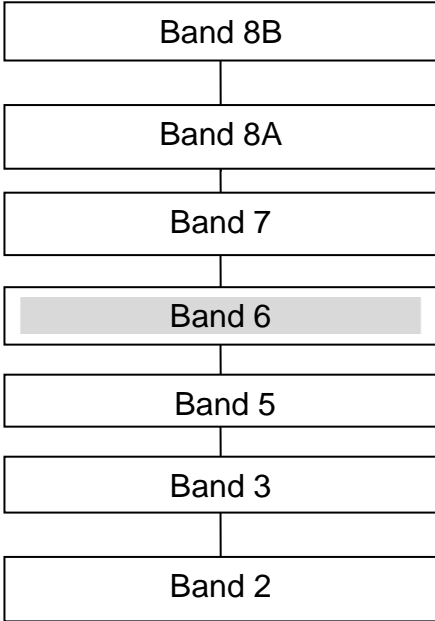
**Band 6 Job Description**

**SECTION 1**

<b>JOB IDENTIFICATION</b>	<b>Must be completed</b>
<b>Job Title:</b>	Deputy Charge Nurse / Community Mental Health Nurse (CMHN) / Community Learning Disability Nurse (CLDN)/USC/Liaison
<b>Job ID:</b>	144352
<b>Department(s):</b>	USC/Liaison
<b>Location:</b>	Mental Health & Learning Disability Services
<b>Hours:</b>	37.5 Hours per week
<b>Band/Salary:</b>	Band 6 £37,831- £46,100 per annum (pro rata)
<b>Contract:</b>	Permanent



**SECTION 2**

	<p><b>Job Purpose</b></p> <p>To assist the Nurse Practitioner in:</p> <ul style="list-style-type: none"><li>• the development and maintenance of a high quality standard of nursing care in accordance with the NMC Code of Professional Conduct, local and national policy including Health &amp; Safety legislation.</li><li>• the development of the clinical experience, the teaching, supervision and assessment of students, junior and untrained members of nursing staff.</li></ul> <p>In the absence of the Nurse Practitioner, assumes leadership and provides guidance to all staff.</p>
	<p><b>Organisational Chart</b></p>  <pre>graph TD; B8B[Band 8B] --- B8A[Band 8A]; B8A --- B7[Band 7]; B7 --- B6[Band 6]; B6 --- B5[Band 5]; B5 --- B3[Band 3]; B3 --- B2[Band 2];</pre> <p>The organisational chart is a vertical hierarchy of seven job bands. From top to bottom, the bands are: Band 8B, Band 8A, Band 7, Band 6, Band 5, Band 3, and Band 2. Each band is represented by a rectangular box, and the boxes are connected by vertical lines. The Band 6 box is shaded grey, indicating the current position.</p>

<p><b>1</b></p>	<p><b>Communication and relationship skills</b></p> <p>The main focus of communication for the post holder is to be an important point of contact and knowledge for all members of the multidisciplinary team to ensure that the optimum care is delivered to the patient. The post holder must therefore possess very good interpersonal skills and participate in cross-boundary working.</p> <p>The post holder is required to:</p> <ul style="list-style-type: none"> <li>• manage effectively within finite resources whilst also being required to prioritise own workload and adapt flexibly to competing demands.</li> <li>• play an important role in dealing with distressed, upset, angry or anxious patients, carers, relatives and staff.</li> <li>• on occasions be required to deal with untoward incidents such as completed suicide or serious assault. Thereafter the post holder may participate in critical incident review.</li> <li>• use communication skills to de-escalate conflict situations ensuring safety of self and others. This can be very demanding both emotionally and physically.</li> <li>• communicate with patients, carers, and members of the multi-disciplinary team and senior nurses.</li> <li>• communicate with relatives/visitors, other hospitals and other services within NHS Grampian, other NHS boards, external organisations and bodies such as Higher Educational Institutions, professional bodies, Integrated Joint Boards (IJBs).</li> </ul>
<p><b>2</b></p>	<p><b>Knowledge, training and experience</b></p> <p>The post holder is required to be a registered nurse with current Nursing and Midwifery Council registration.</p> <p>The following are essential:</p> <ul style="list-style-type: none"> <li>• Evidence of developing leadership qualities and proven decision making skills.</li> <li>• Extensive knowledge base with regards to speciality.</li> <li>• Knowledge and experience of mentorship within clinical practice.</li> <li>• Ability to deliver presentations and teaching sessions.</li> <li>• Knowledge of and adherence to NHS Grampian policies and procedures relevant to the area.</li> <li>• Evidence of effective communication skills.</li> <li>• Commitment to lifelong learning and personal development plan.</li> <li>• Ability to work on own initiative.</li> <li>• Evidence of ability to adapt with changing service needs.</li> </ul> <p>It is desirable that the post holder is working towards a management qualification.</p> <p>During employment the post holder will be required to demonstrate the following:</p> <ul style="list-style-type: none"> <li>• Evidence of leadership and sound decision making skills.</li> </ul>

- A working knowledge of Mental Health Legislation and Adults with Incapacity Act 2000 and Adult Support and Protection (Scotland) Act 2007.
- Sound knowledge base with regards to speciality.
- Knowledge and experience of mentorship within clinical practice.
- Ability to participate in the delivery of presentations and teaching sessions.
- Knowledge of NHS Grampian policies and procedures relevant to the area.
- Well developed written and verbal communication skills.
- Commitment to lifelong learning and personal development plan.
- Provide evidence of development, objectives and training on Turas.
- Have a genuine commitment to the speciality.

**The following statutory/mandatory training will be required:-**

- Fire Safety
- Moving & Handling
- Management of Violence & Aggression Level 2/3
- Basic Life Support
- Hand Hygiene
- Turas Learn
- Child Protection
- Gender Based Violence (GBV)
- Display Screen Equipment (DSE)
- Standard Infection Control Precautions (SICPs)
- Do I.T. Securely, Information Security Training
- Information Governance Training
- Adult Support & Protection
- Caring, Listening, Improving
- E-Healthcare Waste

**Other relevant training e.g.**

- Awareness of basic legal and ethical issues e.g. Mental Health (Care and Treatment) (Scotland) Act 2003, Criminal Procedure (Scotland) Act 1995 and Adults with Incapacity (Scotland) Act 2000.
- Dementia
- Bereavement and Loss
- IT Skills
- Schizophrenia
- Depression
- Learning disability
- Challenging behaviours
- Communication skills
- Knowledge and experience of conditions specific to the patient group.

	<ul style="list-style-type: none"> <li>• Post registration education and/or significant on-the-job training and experience in current evidence based treatment approaches in mental health.</li> </ul> <p>The following should also be demonstrated:</p> <ul style="list-style-type: none"> <li>• The ability to teach and supervise students and HCSWs and have experience in mentorship.</li> <li>• Well developed written and verbal communication skills.</li> <li>• Evidence of leadership skills and proven decision making.</li> <li>• Ability to deliver presentations and teaching sessions.</li> <li>• Commitment to lifelong learning and a personal development plan with reference to NMC Revalidation process.</li> </ul>
<p><b>3</b></p>	<p><b>Analytical and judgemental skills</b></p> <p>The post holder will assist the Nurse Practitioner by:</p> <ul style="list-style-type: none"> <li>• Always working within the NMC Code of Professional Conduct.</li> <li>• Having delegated responsibility for the service area and assisting the Senior Nurses in developing managerial policies and procedures to meet the needs of the service.</li> <li>• Ensuring duties are delegated appropriately to junior nursing staff within the team and co-ordinate the team's workload as well as their own.</li> <li>• Using initiative and being able to make sound and rational decisions and remaining focussed and directed throughout the process.</li> <li>• Remaining objective and supportive of others at all times.</li> <li>• Using judgement whilst observing patients' condition and reporting any change in prescribed care to relevant disciplines.</li> <li>• Ensuring the co-ordination of appropriate assessment and treatment of patients by all disciplines.</li> <li>• Analysing information relating to patients and their requirements e.g. when making assessments of patients' conditions. This may result in a variety of options open to the post holder. The information may also be conflicting and the post holder must decide on an appropriate course of action. Required at times to make immediate decisions when a patient is in crisis.</li> <li>• Use of assessment tools to ensure accurate clinical assessment and ongoing treatment planning.</li> <li>• Participating and working effectively as a member of the multidisciplinary team linking with external agencies. Will be required to use own judgement and know when to consult other members of the team for advice.</li> <li>• Contributing to investigating complaints and clinical incidents within the service.</li> </ul>
<p><b>4</b></p>	<p><b>Planning and organisational skills</b></p> <p>The post holder will:</p> <ul style="list-style-type: none"> <li>• Pro-actively communicate with all colleagues in a professional manner.</li> </ul>

	<ul style="list-style-type: none"> <li>• be responsible for effectively prioritising and organising own workload including good timekeeping. This may include reprioritisation of own caseload in response to change in clinical activity.</li> <li>• actively participate in the planning and development of Mental Health/Learning Disabilities Services according to service needs.</li> <li>• actively participate and support the delivery of evidence/research based patient care within the multi-disciplinary team and as necessary take a lead in delegated tasks.</li> </ul>
<p><b>5</b></p>	<p><b>Physical Skills</b></p> <p>The post holder will be familiar with and regularly use the following equipment – allowing for safe patient care - for example:</p> <ul style="list-style-type: none"> <li>• Blood Pressure Monitoring Machines.</li> <li>• Weighing Scales.</li> <li>• Hoists.</li> <li>• Digital Thermometers.</li> <li>• Oxygen and Suction Equipment.</li> <li>• Defibrillation Machines.</li> <li>• Sluice Master.</li> <li>• Locked door system.</li> <li>• Basic life support equipment.</li> </ul> <p>The post holder will be familiar with the use of a computer, including Word, Excel and PowerPoint systems and systems for multidisciplinary goal setting and have delegated responsibility to monitor the accurate completion of:</p> <ul style="list-style-type: none"> <li>• SSTS.</li> <li>• Facilitation of off duty rotas.</li> <li>• Production of pharmacy and stores orders.</li> <li>• Workforce utilisation sheets.</li> <li>• Annual Leave recording sheets.</li> <li>• Patient number/staffing audits.</li> </ul> <p>A portion of job entails physical work and post holder would require moving and handling skills which should be kept up to date yearly or more frequently if required. At times the post holder will be required to assist immobile patients moving from one area to another. Occasionally works within confined spaces observing patients who are a risk to themselves or others.</p> <p>At times violent/aggressive incidents may occur. Regular sustained effort or sudden intense effort in the management of violent incidents for short or long periods of time may be required.</p>
<p><b>6</b></p>	<p><b>Responsibilities for patient/client care</b></p> <p>The post holder has delegated responsibility for:</p>

- Monitoring the assessment, planning, implementation and evaluation of patient care through effective communication and documentation according to professional policies and procedures.
- Ensuring named nurse status for patient.
- Ensuring that patient/advocate/significant other is involved in decision-making regarding their care.
- Ensuring adherence to relevant legislation, NHS Grampian/local policies and procedures and in particular the Mental Health (Care and Treatment) (Scotland) Act 2003 and the Adults with Incapacity (Scotland) Act 2000.
- Ensuring safe storage and administration of medicines and treatments according to local policy.

The post holder is also expected to:

- Communicate effectively with patients and carers and the multi-disciplinary team.
- Demonstrate ability to perform specific clinical skills required within the speciality.
- Support the nursing team and play a key role as an effective and competent member of the multidisciplinary team.
- Demonstrate an extensive up-to-date knowledge of relevant conditions and procedures.
- Monitoring nursing care delivered in the Lochhead hub against evidence based policies and protocols to ensure maintenance of and where possible improve standards of care.

The post holder is required to:

- work as part of the multi-disciplinary team and with all colleagues to devise, evaluate and implement person centred care in order to promote the health and wellbeing of patients.
- have continuing responsibility for own work load/case load.
- undertake delegated duties and responsibilities.
- be accountable to Band 7 Nurse Practitioner.
- ensure that nursing practice is evidence based and complies with national and local quality standards, e.g. NMC Code of Conduct.
- at times make immediate decisions when a patient is in crisis.
- remain objective and supportive of others at all times.
- document all aspects of nursing care in patients' records and ensure that these records are kept up to date.

The post holder is accountable for all clinical decision making and for all clinical assessment and treatment of patients under their management.

The post holder is required to:

	<ul style="list-style-type: none"> <li>• lead and direct the assessment, planning, implementation and evaluation of patient care through effective communication and documentation according to professional policies and procedures.</li> <li>• communicate effectively with patients and carers and the multi-disciplinary team.</li> <li>• ensure each patient is allocated a named nurse.</li> <li>• actively participate in health promotion and rehabilitation.</li> <li>• ensure that patient/advocate/significant other is involved in decision-making regarding care.</li> <li>• demonstrate ability to perform specific clinical skills required within the speciality.</li> <li>• ensure adherence to relevant legislation, NHS Grampian/local policies and procedures and in particular the Mental Health (Care and Treatment) (Scotland) Act 2003, the Adults with Incapacity (Scotland) Act 2000 and the Adult Support &amp; Protection (Scotland) Act 2007.</li> <li>• ensure safe storage and administration of medicines and treatments according to local and National Policy.</li> <li>• actively contribute to the provision of continuity of care for all patients in the service.</li> <li>• demonstrate adaptability towards changes in practice through the introduction of evidence based practice.</li> <li>• observe and engage with patients as per the MH&amp;LDS Continuous Intervention Policy.</li> <li>• On occasion, participate in escorting patients from community to hospital etc.</li> </ul>
<p><b>7</b></p>	<p><b>Responsibilities for policy and service development implementation</b></p> <p>The post holder is required to support the Nurse Practitioner by:</p> <ul style="list-style-type: none"> <li>• Ensuring continuity of care is provided to all patients in the service.</li> <li>• Contributing toward the future development of the Service.</li> <li>• Demonstrating a positive attitude to suggested changes in practice through the introduction of evidence based care.</li> <li>• Recognising the importance of service redesign in accordance with local and national priorities.</li> <li>• Contributing to relevant focus groups in order that services are continually developed and updated.</li> <li>• Ensuring staff adherence to the NHS Grampian risk management strategy thus ensuring the health and safety of staff, patients and families.</li> <li>• Facilitating the investigation and/or local resolution of complaints within the service area.</li> <li>• Actively participating and taking a delegated lead in the planning and development of mental health services according to service needs.</li> <li>• Adhering to national legislation/policy at all times by maintaining a working environment and culture that actively improves health, safety and security.</li> <li>• Fire evacuation procedures.</li> </ul>

<p><b>8</b></p>	<p><b>Responsibilities for financial and physical resources</b></p> <p>The post holder is required to support the Nurse Practitioner by:</p> <ul style="list-style-type: none"> <li>• Demonstrating leadership skills.</li> <li>• Participating in the recruitment and selection of nursing staff.</li> <li>• Ensuring all staff are appraised and have personal development plans.</li> <li>• Facilitating the investigation and/or local resolution of complaints.</li> <li>• Participating in the management of staff sickness and absence and other disciplinary procedures in line with the NHS Grampian policies.</li> <li>• Organising the workload of the service area staff, ensuring efficient and effective time and resource management.</li> <li>• Delegating work effectively in order to achieve optimal use of time and resources.</li> <li>• Deputising in their absence.</li> <li>• Authorising payments via SSTS, e-expenses.</li> </ul>
<p><b>9</b></p>	<p><b>Responsibilities for human resources</b></p> <p>The post holder is required to support the Nurse Practitioner by:</p> <ul style="list-style-type: none"> <li>• Fully participating as an effective team leader and member of extended team.</li> <li>• Practising and promoting confidentiality at all times.</li> <li>• Communicating with all colleagues in a professional manner.</li> <li>• Listening effectively to other points of view.</li> <li>• Implementing national/NHS Grampian policies and procedures and ensuring relevant information is cascaded.</li> <li>• Ensuring that written communications are accurate, appropriate and neatly recorded, adhering to NMC/NHS Grampian/local policies at all times.</li> <li>• Addressing issues arising in a professional and discreet manner whilst knowing their limitations.</li> <li>• Practising enhanced negotiation, influencing and conflict management skills.</li> <li>• Effectively analysing, prioritising and organising own and the service area workload.</li> <li>• Developing a working environment and culture that actively improves health, safety and security adhering to national legislation/policy at all times.</li> <li>• Work in partnership with the Practice Educator/Facilitator/others in the delivery of education.</li> <li>• Monitor and support the work of nursing students.</li> <li>• Support colleagues to comply with relevant policy and procedures in a safe, timely and effective manner to ensure good clinical and staff governance.</li> </ul>

	<ul style="list-style-type: none"> <li>• Contribute to the education and development of staff within the service to ensure staff knowledge is maintained to a high standard to enable evidence based care to be delivered.</li> <li>• Ensure good communication and liaison with Practice Facilitators and Robert Gordon University, or other relevant educational facility, to ensure current expectations of nursing students are met whilst on placement.</li> </ul>
<p><b>10</b></p>	<p><b>Responsibilities for information resources</b></p> <p>The post holder is required to:</p> <ul style="list-style-type: none"> <li>• Maintain patients' records, adhering to local policies and standards of regulatory bodies at all times.</li> <li>• Ensure the accurate completion and submission of: <ul style="list-style-type: none"> <li>○ Time recording systems and on line travel claims.</li> <li>○ Annual Leave recording sheets</li> <li>○ DATIX Reporting Forms</li> </ul> </li> </ul> <p>The post holder is required to ensure that written communications which contribute to the provision of health care for the client (report writing, case records, and clinical letters) are accurate, appropriate and neatly recorded, adhering to NHS Grampian policies and NMC Code of Conduct at all times.</p>
<p><b>11</b></p>	<p><b>Responsibilities for research and development</b></p> <p>The post holder is required to:</p> <ul style="list-style-type: none"> <li>• Ensure that nursing practice is evidence/research based and complies with national and local quality standards.</li> <li>• Participate in research and audit.</li> <li>• Demonstrate an understanding of research.</li> <li>• Contribute to and take delegated lead on research projects and audits as required by line manager, in line with NMC Code of Conduct.</li> <li>• Be responsible for own continuing personal development, developing clinical skills and expertise, including mandatory / statutory training in line with NHS Grampian policies.</li> </ul> <p>The post holder will be required to support the Nurse Practitioner by:</p> <ul style="list-style-type: none"> <li>• Ensuring that staff are appraised and are encouraged to develop their roles within the department through the use of personal development plans.</li> <li>• Acting as a positive role model for all disciplines of staff.</li> <li>• Demonstrating commitment to developing clinical skills and expertise.</li> <li>• Demonstrating an understanding of research.</li> <li>• Ensuring that audits of service delivery are undertaken and findings to improve patient care are implemented.</li> <li>• Maintaining responsibility for own professional development.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensuring good communication and liaison with Practice Educators/Facilitators/others and Robert Gordon University,</li> <li>• Fostering an environment that is conducive to learning, enquiry and research.</li> <li>• Contributing to the education and development of staff within the service to ensure staff knowledge is maintained to a high standard to enable evidence based care to be delivered.</li> <li>• Demonstrating willingness to further develop management skills.</li> </ul>
<p><b>12</b></p>	<p><b>Freedom to act</b></p> <p>The post holder is required to:</p> <ul style="list-style-type: none"> <li>• be responsible for the planning, management and prioritisation of a clinical caseload and any interventions.</li> <li>• be responsible for own professional actions, seeking guidance from Band 7 nurse when required.</li> <li>• work independently within NMC Code of Practice and Professional Guidelines.</li> <li>• comply with all NHSG/ward policies, procedures at all times.</li> <li>• on a daily basis, use their initiative to deal with a wide variety of routine procedures/tasks which may become extremely challenging due to the unpredictable nature of mental health practice.</li> <li>• use their acquired knowledge training and experience to respond to a variety of clinical situations and engage with patients and make changes to care plan in discussion with the team.</li> <li>• accept delegated responsibility for the delivery of care to patients using care and treatment plan(s).</li> <li>• assume responsibility for making changes to care and treatment aims for patients during escorted therapeutic activities.</li> <li>• initiate dialogue with supporting agencies depending on severity of the situation/take lead role in violent incident management if required.</li> <li>• in the absence of the senior member of staff, assume leadership and provide guidance to all staff.</li> </ul>
<p><b>13</b></p>	<p><b>Physical effort</b></p> <p>There is a need for accuracy in the use and appropriate maintenance of all clinical and other equipment such as hoists, defibrillators, oxygen and suction, particularly regarding the administration and delivery of medicines and treatments.</p> <p>The post holder will be required to be able to initiate and maintain appropriate emergency care.</p> <p>The post holder will be able to adapt to the shift pattern that meets the requirements of the European Working Time Directive and may be required to work flexible shifts including day/night rotation.</p> <p>The post holder may at times be required to use Control and Restraint techniques when patient is in distress or physically aggressive.</p>

	<p>There is a frequent requirement for the post holder to be sitting or standing in a restricted position for several periods during a working day.</p> <p>A proportion of the job entails physical work and the post holder would require moving and handling skills, which should be kept up to date yearly or more frequently if required. At times the post holder would be required to assist immobile patients moving from one area to another.</p> <p>The post holder may be required to work within confined spaces, and will be required to adhere to the Continuous Intervention Policy.</p> <p>In the Mental Health and Learning Disability setting, there are occasions when violent/aggressive incidents may occur. Regular sustained effort or sudden intense effort in the management of violent patients for short or long periods of time may be required.</p>
<p><b>14</b></p>	<p><b>Mental effort</b></p> <p>The post holder will be required to:</p> <ul style="list-style-type: none"> <li>• deal with patients who may present with physical and verbal aggression.</li> <li>• maintain a high standard of patient care and developing the nursing service based on current research/evidence based practice and national and local strategies.</li> <li>• balance competing clinical and managerial dimensions of the job, assisting in the development of a clinical environment that is positive and effective within both clinical and staff governance frameworks.</li> <li>• communicate complex information to patients with problems or conditions that affect their ability to understand and retain information.</li> <li>• frequently concentrate for long periods of time, during patients' assessments, observations.</li> <li>• deal with the competing demands of working in a complex multi-disciplinary clinical setting in an objective and equitable manner.</li> <li>• deal with unpredictable patient behaviours, which is part of the symptomatology of their mental health condition.</li> <li>• deal with challenging families.</li> <li>• deal with Child Protection processes.</li> <li>• deal with untoward incidents.</li> <li>• Frequently concentrate for long periods of time, on occasion for one hour plus, during patients' assessments, observations.</li> </ul> <p>The post holder may have to work alone.</p>
<p><b>15</b></p>	<p><b>Emotional effort</b></p> <p>The post holder will be required to:</p> <ul style="list-style-type: none"> <li>• deal with frequent exposure to highly distressing circumstances such as child abuse issues.</li> <li>• deal with high expressed emotions.</li> </ul>

	<ul style="list-style-type: none"><li>• convey information in a sensitive manner when information is unexpected or not well received.</li><li>• have frequent exposure to highly distressing situations including dealing with untoward incidents such as self harm, attempted suicide/completed suicide, physical injury caused by falls related to poor mobility, confusion or delirium, assault, aggressive behaviour.</li><li>• be presented with daily challenges providing a high level of emotional stress e.g. clinical/psychiatric emergency.</li></ul>
<b>16</b>	<p><b>Working conditions</b></p> <p>The post holder may have exposure to unpleasant working conditions such as body fluids, faeces, vomit.</p> <p>The post holder will have occasional exposure to highly unpleasant conditions such as verbal or physical aggression and violence.</p> <p>Other associated risks may include exposure to drug and/or alcohol misuse.</p>

<b>PERSON SPECIFICATION</b>			
<b>POST/GRADE:</b> Deputy Charge Nurse / Community Mental Health Nurse (CMHN) / Community Learning Disability Nurse (CLDN), USC/Liaison Band 6			
<b>LOCATION:</b> Mental Health & Learning Disability Services			
<b>WARD/DEPARTMENT:</b>			
The Person Specification should meet the demands of the job and comply with current legislation. Setting unnecessary standards may, for example, unfairly discriminate against one sex, the disabled or minority racial groups. Applicants should be assessed in relation to their ability to meet the real requirements of the job as laid down in the job description. With the exceptions relating to displaced and disabled candidates noted in Sections 5.3 and 5.4 of this policy, shortlisted candidates must possess all the essential components as detailed below.			
<b>GENERAL REQUIREMENTS</b>			
<b>Factor</b>	<b>Essential</b>		<b>Desirable</b>
Qualification & Experience	RMN or RNLD Qualification Current knowledge of clinical risk assessment and risk management. Promote, monitor & maintain health, safety & security		Evidence of diverse experience across services Within Mental Health and Learning Disabilities.
Circumstances & flexibility	Flexibility to meet demands of services.		
Particular requirements of the post	Evidence of preparation for post. Continued professional development. Experience in appraisal process. Up to date Statutory/Mandatory training		
Level of Disclosure check required	Enhanced		
<b>KSF Outline (where applicable)</b>			
<b>Core Dimension</b>	<b>Level</b>	<b>Level Narrative</b>	
Communication	3/3	Develop & maintain communication with people about difficult matters and/or in difficult situations	This dimension relates to effective communication in whatever form it takes place. Effective communication is a two way process. It involves identifying what others are communicating (e.g through listening) as well as

			communicating oneself, and the development of effective relationships
Personal & people Development	4/3	Develop oneself and contribute to the development of others	This dimension is about developing oneself using a variety of means and contributing to the development of others during ongoing work activities. This might be through structured approaches (eg the Turas review process, appraisal, mentoring, professional/clinical supervision) and/or informal and ad hoc methods (such as enabling people to solve arising problems).
Health, Safety & Security	3/2	Monitor & maintain health, safety and security of self & others. Promote, monitor & maintain best practice in Health, safety and security	This dimension focuses on maintaining and promoting the health, safety and security of everyone in the organisation or anyone who comes into contact with it. It includes tasks that are undertaken as a routine part of one's work such as moving and handling.
Service Improvements	3/2	Contribute to the improvement of service, appraise, interpret & apply suggestions, recommendations & directives to improve services	This dimension is about improving services in the interests of the users of those services and the public as a whole. The services might be services for the public (patients, clients and carers) or services that support the smooth running of the organisation (such as finance, estates). The services might be single or multi-agency and uni or multi-professional.
Quality	3/3	Contribute to improving quality	This dimension relates to maintaining high quality in all areas of work and practice,

			<p>including the important aspect of effective team working. Quality can be supported using a range of different approaches including: codes of conduct and practice, evidence-based practice, guidelines, legislation, protocols, procedures, policies, standards and systems.</p> <p>This dimension supports the governance function in organisations - clinical, corporate, financial, information, staff etc.</p>
Equality & Diversity	3/2	Support equality & diversity	<p>It is the responsibility of every person to act in ways that support equality and diversity. Equality and diversity is related to the actions and responsibilities of everyone – users of services including patients, clients and carers; work colleagues; employees; people in other organisations; the public in general.</p>