



CPIMS Organisational framework

BAND 9
DENISE WATLING
BSC, RGN, DIP HE, PG CERT
MANAGING DIRECTOR
REGULATED MANAGER: TREATMENT
OF DISEASE DISORDER OR INJURY

BAND 7
CARLY JONES
BA, PG CERT, NVQ 4
OFFICE MANAGER
ASSISTANT CASE MANAGER
REGULATED MANAGER: PERSONAL CARE

BAND 7
CASE MANAGERS
RGN

BAND 7
THERAPISTS
OT, PT, SALT, PSYCH

BAND 3
ADVANCE SKILLS SUPPORT WORKERS
NVQ 3, QCF 3, CARE CERTIFICATE LEVEL 3, BRAIN/SPINAL
TRAINING

BAND 2
SUPPORT WORKERS/ADMINISTRATION
NVQ 2, QCF 2, CARE CERTIFICATE level 2

Skills for Health (2010) key elements of career framework

Skills for Care (2014) Leadership Qualities Framework

Skills for Health, Patient centred integrated care: Supporting clinical commissioning groups.



The Leadership Qualities Framework provides individuals and organisations with a benchmark against which to measure their current leadership capability and to create targeted development plans. The Framework is based on the structure of the leadership framework developed by the NHS, which includes five dimensions in which all social care professionals need to demonstrate leadership and two which apply specifically to senior staff.



What we do - CPIMS provide services for people who have suffered a catastrophic injury and we specialise in neurological injuries such as spinal cord and brain injuries and people with complex care needs. Case managers act as coordinators of care services; advocates for individuals and family members of the multidisciplinary team and significant others; managing finances on your behalf; devising care plans; promoting, enabling and implementing rehabilitative processes to assist with vocational aspirations and a return to leisure and social and educational activities; monitoring of long term needs. We are registered with the CQC. Our services are mapped against the 'NSF for Long Term Conditions' quality requirements. Delivering the vision will demand a capable and well trained workforce. We will aim to have a point of contact evaluation at every 'point of contact'. We will use the views expressed by our clients to improve our services and maintain a reliable trustworthy and competent workforce across all organisational systems.



Creating the vision

Person Centred Care is our core business. Our organisation embraces a culture of compassionate care underpinned by the 6Cs and Compassion in Practice to bring about system improvements. Compassion in Practice was launched in December 2012 at the Chief Nursing Officer's Conference. The values and behaviours of Compassion in Practice are Care, Compassion, Competence, Communication, Courage and Commitment; the 6Cs. Our vision for the future is reinforced by our philosophy of care that promotes the ethos of 'individual care for individual people'. Our vision includes a commitment to develop and improve the care and experience of our patients. The White Paper, Equity and Excellence: Liberating the NHS¹ set out the Government's vision of an NHS that puts patients and the public first, where "no decision about me, without me" is the norm. Personalisation facilitates individual choice and control over how individuals live their lives. Our vision is embedded in a culture of dignity, empathy, respect and compassion with clear outcomes committed to maximising our Clients' full capabilities and quality of life, empowering each individual to make choices, maintaining their dignity and realising their full potential. Our values are defining the way we approach care, what unites us as a caring community and what our client's, family members, and carers can expect from us. The government's Vision for Adult Social Care: Capable Communities and Active Citizens (DOH 2010) emphasises that delivering the vision will demand a capable and well-trained workforce. Our workforce will embody our culture of competent, compassionate care. A shared vision, clear direction and leadership are key in securing excellence in care delivery. Our commitment to improve our services has initiated the development and implementation of our 'Point of Contact' audit tool which we launched in 2016. We embrace the value of good communication, which is central to effective caring relationships. Working together effectively has been a central influencing factor in our commitment to improve communication and the sharing of information through a partnership approach. A partnership approach will secure the best possibility of delivering improvements in outcomes, experience and efficient use of resources.

Delivering the strategy

To deliver this strategy in line with our vision we critically reviewed relevant and innovative ideas and best practice guidelines and applied a 'whole systems thinking' process. We have enabled and supported the conditions and culture needed to sustain changes integral to the successful delivery of the strategy by reinforcing key messages, monitoring progress and recognising where the strategy has been embraced by others. We continue to evaluate outcomes and use learning to adapt strategic and operational plans. Our services are mapped against the 'National Service Framework for Long Term Conditions' quality requirements and the values and behaviours of Compassion in Practice. We have established a climate of transparency and trust where results are discussed openly. We have developed a 'Point of Contact' audit tool to ensure every client receives the maximum level of support at the highest standard at every 'point of contact'. Also, we make sure 'every contact counts' wherever care and support is delivered. In 2016 we have expanded our rehabilitation team to provide a more cohesive and accessible approach to therapists who are able to provide rehabilitation at the client's home. We have upgraded our IT systems to include a future proof and secure way of sharing and communicating our beliefs, culture of care and improve communication across all systems. We have utilised evidence based and good practice guidelines through Skills for Care for developing and maintaining a well-trained and well-led workforce.



Band 9

Requires knowledge at the most advanced frontier of the field of work and at the interface between fields. The Managing Director will have responsibility for directing, controlling, and the development and delivery of a service to a population, at the highest level of the organisation.

Demonstrates and champions empathetic leadership. Uses appropriate leadership behaviours to shape impact for different individuals, groups and systems. Prepared to challenge themselves to try new things to become a more effective leader. Takes responsibility for their organisation and service. Creates a supportive culture which enables others to innovate. Maintains their own learning and development. Establishes and supports a learning and improvement culture. Champions reflection and learning from experience, best practice and from other organisations. Embodies a very high standard of personal and professional behaviour and creates a culture that reinforces personal and professional standards. Consistently puts core ethics and values into practice and establishes and champions core ethics and values. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture across organisations. Personally promotes equality and diversity and ensures the service is sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and projects and maintains a convincing and authentic leadership style.

Establishes and promotes an effective and respectful relationship-based culture. Intervenes personally to ensure that practice, culture and performance are based on quality relationships to enable people to live the life they want. Creates the best climate for effective communication within and outside the organisation. Demonstrates the highest level communication skills to lead and promote the needs of others beyond the immediate organisation. Can engage any audience in a compelling narrative, borne out of active listening and political judgment. Demonstrates a mature understanding of how to set the organisation's linguistic culture and uses skills to influence at the highest level. Demonstrates how to relay complex and technical information simply and appropriately to a range of audiences.

Models exemplary behaviour that gets the best out of others. Is prepared to actively lead the cultural change needed to support coproduction with people who use services, carers, families and the wider public. Displays a personal style which engenders trust, and which shapes a culture of continuous improvement. Leads a culture of collectively responsible individuals. Takes personal charge of key issues to ensure that quality care and support is provided and maintains a personal integrity which promotes excellence. Works across the service to recognise good performance and to take action where performance can be improved, ensuring that lessons are learned and used to inform future plans.

Creates an ethos that values people at every level of the organisation, modelling distributed leadership and empowering staff. Leads a development and improvement cycle based on the needs and aspirations of people who use services, their families, carers, staff and the wider community. Demonstrates and champions a culture of continuous improvement and excellence. Champions debate about high quality care and support internally and externally. Engenders positive responses from others across the sector and engages people in development and change. Creates an organisation that is a leading example of excellent practice. Demonstrates high level influencing skills to engage other organisations, third parties and families in upholding the rights and entitlements of people who use services with sensitivity.

Synthesises knowledge from a broad range of sources. Identifies future challenges and imperatives that will create the need for change and move the service in new directions. Influences the context of change in the best interests of people who use services. Uses knowledge and evidence to improve the risk management framework and develop more effective strategies. Challenges vested interests to ensure good care and support. Builds strategic decision-making processes that set out clear roles and responsibilities to facilitate effective performance improvement. Synthesises learning arising from changes that have been introduced and incorporates these into strategic planning. Shares learning with the wider health and social care community. Fosters and leads a culture of enablement.



Band 7

Registered Managers play a key role in ensuring people are cared for safely and with acceptable standards of care. They play an important leadership role with responsibility for delivering improved outcomes for people, effectively managing the delivery of person-centred care to meet the needs of people using their service. They maintain their own learning and development. They Support staff to identify and address their learning and development requirements. Through reflection and two-way feedback they develop standards and practice to clearly outline expectations of learning including obtaining, analysing and acting on feedback from a variety of sources and develop strategies.

Demonstrates and sets high standards of personal and professional behaviour and leads a culture of professionalism. Consistently puts core ethics and values into practice and promotes them in others. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture within the organisation. Personally promotes equality and diversity and ensures the service is sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and respect using a convincing and authentic leadership style. Maintains their own learning and development. Establishes and supports a learning and improvement culture. Champions reflection and learning from experience, best practice and from other organisations. Embodies a very high standard of personal and professional behaviour and creates a culture that reinforces personal and professional standards. Consistently puts core ethics and values into practice and establishes and champions core ethics and values. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture across organisations. Personally promotes equality and diversity and ensures the service is sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and projects and maintains a convincing and authentic leadership style.

Establishes and promotes an effective and respectful relationship-based culture. Intervenes personally to ensure that practice, culture and performance are based on quality relationships to enable people to live the life they want. Creates a service that values and promotes effective and respectful relationships between people. Intervenes personally to establish good relationships to support people to live the life they want. Retains a connection to, and understanding of, what happens at the front line of services. Confidently communicates in an appropriate, open, accurate and straightforward way about their service. Demonstrates effective communication skills (listening, feedback, recording, sharing) to promote the needs of others within the service. Has the ability to wield influence appropriately, using suitable language, both verbal and non-verbal and responding effectively to cues. Translates policy and guidance into understandable information according to users', families', carers' and audiences' needs.

Maintains a personal style that gets the best out of others across the service. Guides, directs and supports colleagues, clients, their families and carers and the wider community to ensure that high quality care outcomes are achieved. Maintains a personal style which engenders trust and which shapes the service. Builds supervision and review processes that consistently reinforce a continuous improvement ethos. Takes personal charge of key issues to ensure that quality care and support is provided and fosters a culture in which people are confident in taking responsibility. Works across the organisation to recognise good performance and to take action where performance can be improved.

Demonstrates that they are prepared to raise concerns about quality, safety and performance and instils a "safe to challenge" culture within the organisation. Actively shapes and supports the market for social care in partnership with clients, to ensure that appropriate services are commissioned/de-commissioned and that services adapt and respond to their wishes and needs. Models and creates a culture of improvement and works across systems to improve practice. Demonstrates a culture of continuous improvement within their service and externally. Creates a service that champions and promotes excellent social care. Influences and supports staff in their work with other organisations, third parties and families to uphold the rights of people who use services with sensitivity. Actively contributes and creates a service where discussion and an exchange of ideas about care is common place. Acting on feedback, fulfils commitments to people who use our services, their families, carers, staff and other advanced practitioners.

Actively seeks to understand the potential impact of the external health and social care environment on the organisation. Translates the implications of change into strategies and actions. Supports and encourages the organisation to improve inefficient, unnecessary or unworkable practices. Uses knowledge and evidence to improve management of risk. Provides advocacy for their organisation. Builds decision-making processes that set out clear roles and responsibilities to facilitate effective performance improvement. Identifies gains which can be applied elsewhere in the organisation and incorporates these into operational/business planning. Disseminates learning from changes which have been introduced. Models and encourages Front-Line Leaders to find ways to enable people who use services to gain real control over their care and support.



Band 7

Advanced Practitioners play a key role in ensuring people are cared for safely and with acceptable standards of care. They play an important leadership role with responsibility for delivering improved outcomes for people, effectively managing the delivery of person-centred care to meet the needs of people using their service. They maintain their own learning and development. They Support staff to identify and address their learning and development requirements. Through reflection and two-way feedback, they develop standards and practice to clearly outline expectations of learning including obtaining, analysing and acting on feedback from a variety of sources and develop strategies.

Demonstrates and sets high standards of personal and professional behaviour and leads a culture of professionalism. Consistently puts core ethics and values into practice and promotes them in others. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture within the organisation. Personally promotes equality and diversity and ensures the service is sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and respect using a convincing and authentic leadership style. Maintains their own learning and development. Establishes and supports a learning and improvement culture. Champions reflection and learning from experience, best practice and from other organisations. Embodies a very high standard of personal and professional behaviour and creates a culture that reinforces personal and professional standards. Consistently puts core ethics and values into practice and establishes and champions core ethics and values. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture across organisations. Personally promotes equality and diversity and ensures the service is sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and projects and maintains a convincing and authentic leadership style.

Models and promotes effective and respectful relationships within the team. Shows that relationships are critical in supporting people to live the life they want. Shows an understanding of people's motivations and actively engages with them. Confidently communicates in an, open, accurate and straightforward way, using appropriate language, both verbal and non-verbal, suitable for internal and external audiences. Demonstrates effective communication skills (listening, feedback, recording, sharing) to enable the team to promote the needs of people who use services ensuring they and their family/carers understand what is happening. Identifies and engages with other organisations and networks. Appropriately challenges, shares expertise and has an ongoing dialogue with community groups to ensure that they are inclusive. Encourages and supports people who use services and staff to express their views, enabling them to participate in joint decision-making. Creates a positive environment which enables people to maximise their potential.

Models and encourages staff to enable people who use our services to gain real control over their care and support. Guides, directs and supports colleagues, clients, their families and carers to ensure that high quality care outcomes are achieved. Maintains a personal style which engenders trust and which shapes the team. Ensures that supervision and review processes consistently reinforce a continuous improvement ethos. Takes personal charge of key issues to ensure that quality care and support is provided through responsibility and commitment. Works with the team to monitor what is working well and what can be improved.

Empowers staff to seek opportunities for people to participate in community life. Demonstrates a culture of continuous improvement with their team and engages with others to ensure good practice is adopted. Actively contributes and creates a team culture where discussion and ideas about care are exchanged. Provides responsive support that recognises the nature of change facing people who use services and front line staff. Creates a team that champions excellent social care. Influences other organisations, third parties and families to uphold the rights and entitlements of people who use services with sensitivity.

Actively seeks to understand the potential impact of the external health and social care environment on the organisation. Translates the implications of change into strategies and actions. Supports and encourages the organisation to improve inefficient, unnecessary or unworkable practices. Uses knowledge and evidence to improve management of risk. Provides advocacy for their team. Builds decisionmaking processes that set out clear roles and responsibilities to facilitate effective performance improvement. Identifies gains which can be applied elsewhere in the organisation and incorporates these into operational/business planning. Disseminates learning from changes which have been introduced. Models and encourages practitioners to find ways to enable people who use our services to gain real control over their care and support.



Band 3/2

Front-line workers play a key role in ensuring people are cared for safely and with acceptable standards of care. They play an important role with responsibility for delivering person-centred care to meet the needs of people using our service. Through reflection and two-way feedback, they develop standards and practice to clearly outlined expectations of learning including obtaining, analysing and acting on feedback from a variety of sources and develop strategies.

Demonstrates and sets high standards of personal and professional behaviour and leads a culture of professionalism. Consistently puts core ethics and values into practice and promotes them in others. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture within the organisation. Personally promotes equality and diversity and ensures the service is sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and respect using a convincing and authentic leadership style. Maintains their own learning and development. Establishes and supports a learning and improvement culture. Champions reflection and learning from experience, best practice and from other organisations. Embodies a very high standard of personal and professional behaviour and creates a culture that reinforces personal and professional standards. Consistently puts core ethics and values into practice and establishes and champions core ethics and values. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture across organisations. Personally promotes equality and diversity and ensures the service is sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and projects and maintains a convincing and authentic leadership style.

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