

1.19.3 Staff Skills & Competencies

Please outline the skills and competencies that will be required for each role

(Maximum Word Count – no limit but be concise)

The following tables outline the skills and competencies for the roles involved in the Staffordshire GP-OOH service. We have included:

- The Area Operational Director, who is the single point of contract accountability.
- Contract leads – Operations Manager, Medical Lead and Clinical Services Manager.
- Clinical staff – GPs, ANPs/ACPs and UCPs.
- Non-clinical staff – Team Leader, Drivers, Receptionists and Home Visits Despatchers.
- Other Area management roles – Area Clinical Director and Area Medical Director.
- Regional management – Regional Director, Regional Clinical Director and Regional Medical Director.

As an organisation, Vocare is passionate about supporting our colleagues with continued professional development and we provide protected time for our clinical and medical colleagues as paid time each year for study leave purposes.

We encourage our colleagues to learn and grow in an inclusive environment and work closely with our learning and development provision within the organisation to offer a range of training, qualifications and opportunities to progress and develop via in-house awareness and development sessions (such as resilience and emotional intelligence training).

In Staffordshire, we have worked closely with our local college to offer a range of free awareness courses e.g. our non-clinical staff undertake free dementia-awareness courses and customer-service courses.

1.19.3.1-Single point of accountability for the contract

Role title	Required skills and competencies
Area Operational Director	<ul style="list-style-type: none"> • Professional approach • Proactive, flexible, and positive attitude • Customer service/patient oriented • Flexible working approach • Excellent communication, listening and interpersonal skills • Ability to work to deadlines • Effective prioritisation, delegation and decision-making capabilities • Ability to work in and lead a team environment • Ability to develop reports that are evidenced based to board/exec level • Excellent analytical, problem solving and time management skills • Computer literate (at least Microsoft Office applications) • Management qualification or degree ideally in a healthcare setting

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Role title	Required skills and competencies
	<ul style="list-style-type: none"> • Significant experience in operational management, including line management and supervisory experience • Experience of performance management including all aspects of effective people-management • Experience of leading a multi-disciplinary workforce to improve services • Experience of delivering to contractual expectations • Experience of system working with providers and commissioners • Significant experience of stakeholder engagement and contract management to board level • Proven track record of delivery and understanding of the healthcare environment • Basic DBS Check • Level 1 Safeguarding

1.19.3.2-Contract leads

Role title	Required skills and competencies
Operations Manager	<ul style="list-style-type: none"> • Proactive, flexible, and positive attitude • Professional approach; acts as an advocate for the service and a role model for staff, demonstrating competence and credibility • Visible and approachable, actively encourages a culture of engagement and collaboration • Self-aware and resilient, remaining positive and focused working under pressure and at pace • Confident and assertive, accepts responsibility and accountability, and holds others to account • Displays passion and enthusiasm, inspires colleagues to engage with the service aims and vision. • Acts with honesty and integrity • Customer service/patient oriented • Strong attention to detail • Good communication, listening and interpersonal skills; able to engage effectively with people at different levels and professional backgrounds • Good report writing and presenting skills; ability to develop evidenced based reports • Good persuading, influencing, and negotiating skills to achieve best outcomes • Ability to work to deadlines and to prioritise, in a fast-paced environment • Good time management capabilities • Effective decision-making capabilities • Ability to work, lead and motivate in a team environment • Recognises risks and benefits and provides input into solutions • Good analytical and problem-solving skills; ability to analyse problems in a logical and structured way • Understands process, able to identify gaps in process • Computer literate (at least Microsoft Office applications) • Minimum of 2 years' proven experience in a regulated setting • Good understanding of metrics and resource planning methods • An understanding of the healthcare environment and integrated urgent care • Degree level or equivalent qualification/equivalent level of experience. • Basic DBS Check • Level 1 Safeguarding

Role title	Required skills and competencies
Medical Lead	<ul style="list-style-type: none"> • An established GP with considerable experiences of out-of-hours work • On a regional performers list • Possess a current and full registration with the General Medical Council • Has experience of clinician training and supervision • Evidence of professional or personal development • Experience in clinical management – such as peer appraisals or performance management • Enthusiasm and interest in training and development with effective teaching skills • Ability to evidence in writing, verbally and through listening skills, personal understanding and use of the English language • An enthusiastic leader, a good communicator and commands professional credibility and respect • An ability to work autonomously, but also as part of a wider team is essential • Demonstrates personal and professional integrity • Proactive, flexible • Resilient able to work to deadlines and make safe decisions under pressure • Has significant organisational and management skills and experience of management of clinicians at a senior level • Enhanced DBS check • Level 3 Safeguarding
Clinical Service Manager	<ul style="list-style-type: none"> • Registration first level nurse • Degree or Diploma in health care or equivalent • Teaching and assessing qualification or equivalent • Independent non-medical prescriber or willingness to undertake prescribing qualification • Clinical skills qualification or evidence of equivalent experience • 5 years' post registration experience of which 2 years should have been in primary care, emergency care, unscheduled care or related field • Experience of having worked as a nurse practitioner or emergency care practitioner • Experience of having undertaken a range of governance activities • Excellent clinical skills • IT skills • Excellent communication and interpersonal skills • Willingness to undergo additional training, education and mentoring to develop and maintain clinical skills • Ability to work under pressure whilst delivering high quality care • Ability to engage people at all levels including clinicians and third-party agents • Ability to organise and prioritise workload • Knowledge of unscheduled care practice • Enhanced DBS check • Level 3 Safeguarding

1.19.3.3-Clinical staff

Role title	Required skills and competencies
GP (General Practitioner)	<ul style="list-style-type: none"> Fully qualified GP with GMC registration Annual appraisal and revalidation (when appropriate) General practice (Vocational Training Scheme) trained On the English medical performers list Current CPR certificate UK work permit (if required) Chronic disease management Primary prevention and screening services Clinical governance Computer literacy Self-audit and reflection Organised and efficient in record keeping and completion of paperwork Time management – being able to prioritise work and work under pressure Evidence of Resuscitation and Life Saving Training Evidence of Child Protection Training Levels 1–3 Committed to continuous professional development and audit and effectiveness issues to ensure evidence based best practice Enhanced DBS check Level 3 Safeguarding
Advanced Nurse Practitioner /Advanced Clinical Practitioner	<ul style="list-style-type: none"> Registered Nurse – First Level Nurse or other healthcare professional qualification leading to registration Evidence of degree level study or equivalent Degree in advanced practice or equivalent (to include research evidence to inform practice, clinical leadership, work-based learning, clinical history taking and examination skills, pathophysiology, investigations and immediate management, non-medical prescribing) Evidence of completion of study in minor illness Evidence of study in minor injury Evidence of completion of study in paediatric minor illness Evidence of study in paediatric minor injury Masters level study in advanced practice Independent/supplementary prescriber Minimum 5-year post registration experience 2 years' experience of working as a practitioner in a primary care environment, Emergency Department, Urgent Care Centre, MAU/EAU or other first contact setting, evidence of excellent assessment skills Experience of having provided mentorship and/or coaching to other staff Experience of having participated in service improvement activities including audit Advance clinical assessment skills including history taking/clinical examination Use of expert knowledge and clinical judgement to identify the potential diagnosis Excellent communication, listening and interpersonal skills Demonstrates advanced problem solving and decision-making skills supported by the use of evidence based and/or best practice Ability to assimilate large quantities of information quickly and accurately and communicate it clearly Able to work autonomously and as part of a team Able to use information technology and communications equipment efficiently

Role title	Required skills and competencies
	<ul style="list-style-type: none"> • Able to under pressure whilst maintain a high level of accuracy and attention to detail • Self-motivated with the ability to support and enthuse • Good organisational and prioritisation skills • Excellent broad base and relevant clinical knowledge • Comprehensive knowledge of health service environment and health agenda (national/local) • Awareness of mental health, child protection and safeguarding vulnerable adult's issues • Knowledge of service improvement activities including audit, research, reflective practice • Enhanced DBS check • Level 3 Safeguarding
Urgent Care Practitioner	<ul style="list-style-type: none"> • Registered Nurse – First Level Nurse or other healthcare professional with qualifications leading to registration • Clinical examination qualification • Minimum 3-year post registration experience • 2 years' experience of working as a practitioner in a primary care environment, Emergency Department or Emergency Care setting, Urgent Care Centre, MAU/EAU or other first contact setting, evidence of assessment skills • Experience of having provided mentorship and/or coaching to other staff • Evidence of continuous professional development related to work as a non-medical practitioner • Experience of having worked to PGDs • Clinical assessment skills including history taking/clinical examination • Use of expert knowledge and clinical judgement to identify the potential diagnosis • Excellent communication, listening and interpersonal skills • Demonstrates advanced problem solving and decision-making skills supported using evidence based and/or best practice • Ability to assimilate large quantities of information quickly and accurately and communicate it clearly • Able to work autonomously and as part of a team • Able to use information technology and communications equipment efficiency • Able to under pressure whilst maintain a high level of accuracy and attention to detail • Self-motivated with the ability to support and enthuse • Good organisational and prioritisation skills • Excellent broad base and relevant clinical knowledge • Comprehensive knowledge of health service environment and health agenda (national/local) • Awareness of mental health, child protection and safeguarding vulnerable adults' issues • Knowledge of service improvement activities including audit, research, reflective practice • Enhanced DBS check • Level 3 Safeguarding

1.19.3.4-Non-clinical staff

Role title	Required skills and competencies
Team Leader	<ul style="list-style-type: none"> • NVQ level 3, or equivalent or significant relevant work experience • Management qualification or equivalent experience • Ability to work and lead a team environment • Effective decision-making capabilities • Excellent communication, listening and interpersonal skills • Professional approach • Patient focused • Able to manage and develop staff performance • Computer literate • Ability to work to deadlines • Flexible working approach • Standard DBS check • Level 2 safeguarding
Driver	<ul style="list-style-type: none"> • General education or significant relevant work experience • Clean full UK driving licence • Previous experience of working in a team • Good interpersonal, oral and written communications skills • Verbal and numerical skills • Ability to evidence in writing, verbally and through listening skills, personal understanding and use of the English language • Professional approach to work and colleagues • Desire to deliver quality service to patients whilst supporting GPs and other work colleagues • Can work independently on direction • IT skills using Microsoft office applications • Personal organisation • Proactive and positive • Ability to maintain confidentiality • Punctual and reliable • Good organisational skills and effective time management • Standard DBS check • Level 2 safeguarding
Receptionist	<ul style="list-style-type: none"> • 5 GCSE including English Language & Maths, or NVQ level 2, or significant, relevant work experience • Computer literate • Excellent communications listening and interpersonal skills • Ability to evidence in writing, verbally and through listening skills, personal understanding and use of English language • The ability to work as part of a team towards Centre objectives • Professional approach • Patient focused • Excellent team working skills • Effective decision-making capabilities • Organised with attention to detail • Able to demonstrate an understanding of patient's confidentiality • The ability to use initiative and to work under pressure while organising • Standard DBS check

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Role title	Required skills and competencies
	<ul style="list-style-type: none"> Level 2 safeguarding Ability to work to deadlines
Home Visit Despatcher	<ul style="list-style-type: none"> NVQ level 2, or equivalent or significant, relevant work experience Experience of supporting and resolving staff queries Effective decision-making capabilities Excellent communication, listening and interpersonal skills Ability to evidence in writing, verbally and through listening skills, personal understanding and use of English Language Ability to work in a team environment Professional approach Computer literate Effective problem-solving skills Attention to detail Standard DBS check Level 2 safeguarding

1.19.3.5-Other Staffordshire area management roles

Role title	Required skills and competencies
Area Clinical Director	<ul style="list-style-type: none"> Displays passion and enthusiasm, inspires colleagues and stakeholders to fully engage with the service aims and vision. Proactive, flexible, and positive, 'can do' attitude with a team ethos Professional approach, acts as an advocate for the service and a professional role model for staff Visible and approachable, actively encourages a culture of engagement and collaboration Self-aware and resilient, remaining positive and focused working under pressure and at pace Confident and assertive, accepts responsibility and accountability, and holds others to account Open and honest and acts with integrity Patient centred and places quality at the centre of service delivery Excellent communication, listening and interpersonal skills; able to engage effectively internally and externally with people at all levels and different professional backgrounds Effective report writing and presenting skills; ability to develop evidenced based reports to board/exec level Effective persuading, influencing, and negotiating skills to achieve best outcomes Effective prioritisation, delegation, and decision- making capabilities Ability to work to deadlines and to prioritise and appropriately delegate in a fast-paced environment of changing and sometimes conflicting priorities Ability to influence strategies to bring about desired outcomes and change Ability to work, lead and motivate in a team environment empowering appropriate autonomous working Supports the team/service to continually review patient care and seek continuous quality improvements Ability to mobilise people's energy and commitment to affect change

Role title	Required skills and competencies
	<ul style="list-style-type: none"> • Ability to think and plan strategically, tactically and creatively, and to prioritise in the face of competing demands • Balances political, professional, technical, financial, and cultural considerations to achieve change • Excellent analytical and problem-solving skills; has the capacity to analyse highly complex problems in a logical and structure way • Ability to anticipate problems, to understand the driving forces behind problems, or potential problems • Seeks opportunities; understands process, able to identify gaps in process and identify changes required • Balances risks and benefits and finds innovative, effective, deliverable, and sustainable solutions • Ability to move between significant detail and strategic view • Significant post registration experience at a senior nursing level in an urgent care or emergency care setting • In-depth professional knowledge and experience across a range of services, with at least 3 years' experience in clinical triage • HR knowledge and experience of staff management, including recruitment, setting objectives, conducting appraisals, managing capability, disciplinary and fitness to practice issues • Experience of developing and implementing governance frameworks to support service delivery and service change. • Strong background of people focused leadership with excellent engagement and retention results • Extensive personnel and performance management experience. • Significant experience of leading and embedding change, continuous quality improvement and transformation • Ability to model a professional approach to clinical care, demonstrating competence and credibility • Degree level or equivalent qualification/equivalent level of experience with a willingness to undertake masters level qualification. • Registered Nurse or Registered Paramedic with current registration Recognised teaching and assessing qualification (e.g. ENB 997, 998, PGD Cert) and/or mentorship course • Evidence of on-going continuous professional development • Evidence of qualification in advanced clinical practice • Enhanced DBS check • Level 3 Safeguarding
Area Medical Director	<ul style="list-style-type: none"> • An established GP with considerable experience of primary care out of hours or urgent care work. • On an English performers list. • Up to date with NHS Appraisal and Revalidation requirements. • Possess a current and full registration with the General Medical Council. • Level 3/4 Safeguarding training • Experience of clinician training and supervision. • Significant experience in safeguarding. • Postgraduate training experience. • Organisational management experience. • Significant clinical governance experience • Experience of management of clinicians including performance/conduct issues.

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Role title	Required skills and competencies
	<ul style="list-style-type: none"> • Able to demonstrate a high level of professional practice • Proactive, flexible and positive attitude. • Professional approach to work and colleagues. • Ability to evidence highly effective communication skills. • Patient orientated. • An effective team leader and team player. • Able to demonstrate personal and professional integrity. • An enthusiastic leader, good communicator and commands professional credibility and respect. • Enthusiasm and interest in training and development of an effective urgent care workforce • Significant organisational and management skills. • Ability to work to deadlines and prioritise. • Resilient and able to work and make safe decisions under pressure. • Proven ability to deliver against operational performance targets • Ability and enthusiasm for the development and management of clinical audit. • Ability and enthusiasm for developing strong medicines management. • Knowledge and understanding of coronial law and the role of the Medical Examiner • Enhanced DBS check • Level 3/4 Safeguarding

1.19.3.6-Regional management roles

Role title	Required skills and competencies
Regional Director	<ul style="list-style-type: none"> • Professional approach • Proactive, flexible, and positive attitude • Customer service/patient oriented • Flexible working approach • Excellent communication, listening and interpersonal skills • Ability to work to deadlines • Effective prioritisation, delegation, and decision-making capabilities • Ability to work and lead in a team environment • Ability to develop reports that are evidenced based to board/exec level • Excellent analytical, problem solving and time management skills • Computer literate (at least Microsoft Office applications) • Significant experience in operational management, including line management and supervisory experience • Experience of performance management including all aspects of effective people-management • Experience of leading a multi-disciplinary workforce to improve services • Experience of delivering to contractual expectations • Experience of system working with providers and commissioners • Significant experience of stakeholder engagement and contract management to board level • Proven track record of delivery and understanding of the healthcare environment • Management qualification or degree ideally in a healthcare setting

Role title	Required skills and competencies
	<ul style="list-style-type: none"> • Basic DBS • Level 1 Safeguarding
Regional Clinical Director	<ul style="list-style-type: none"> • Ability to motivate a team of clinical professionals • Ability to work under pressure whilst delivering high quality care • Able to pass pre-employment checks • Able to travel independently to a variety of sites across a wide geographical area • Excellent oral and written communication skills • Excellent presentation skills with the ability to translate and communicate complex concepts to various groups of staff in an easily understandable and practical format • Highly organised in managing own time and that of direct reports • Ability to work flexibly to meet the business needs • Ability to influence/persuade/negotiate/motivate others • Ability to foster and maintain positive working relationships with Commissioner and other stakeholders • Good analytical skills • Good financial awareness, including business planning and budgeting • Full understanding of relevant clinical and professional audit methodologies • Awareness of professional codes of conduct • Knowledge of current and developing national and local trends in health and social care • Knowledge of human resource issues, including people management, interviewing, conducting appraisals and coaching • Significant experience of working at a senior level in the healthcare sector • Significant experience within a clinical managerial role responsible for multiple services/teams/departments • Experience and understanding of governance systems and processes • Experience of successful development and maintenance of relationships with external bodies • Experience of contributing to setting strategic direction • Experience of project and change management • Experience of developing and delivering training • Evidence of identifying, analysing, and mitigating against significant risks • Experience of performance setting, monitoring, and reviewing services • Knowledge of change management and service improvement processes • Knowledge of the legislation and standards of relevant healthcare regulators (e.g. CQC) • Knowledge of clinical governance frameworks and quality assurance tools • Enhanced DBS check • Level 3 Safeguarding

Role title	Required skills and competencies
Regional Medical Director	<ul style="list-style-type: none"> • An established GP with considerable experience of primary care out of hours or urgent care work. • On an English performers list. • Up to date with NHS Appraisal and revalidation requirements. • Possess a current and full registration with the General Medical Council. • Experience of clinician training and supervision. • Significant experience in safeguarding. • Postgraduate training experience. • Organisational management experience. • Significant clinical governance experience. • Experience of management of clinicians including performance/conduct issues. • Able to demonstrate a high level of professional practice. • Proactive, flexible and positive attitude. • Professional approach to work and colleagues. • Ability to evidence highly effective communication skills. • Patient orientated. • An effective team leader and team player. • Able to demonstrate personal and professional integrity. • An enthusiastic leader, good communicator and commands professional credibility and respect. • Enthusiasm and interest in training and development of an effective urgent care workforce. • Significant organisational and management skills. • Ability to work to deadlines and prioritise. • Resilient and able to work and make safe decisions under pressure. • Proven ability to deliver against operational performance targets • Ability and enthusiasm for the development and management of clinical audit. • Ability and enthusiasm for developing strong medicines management. • Knowledge and understanding of coronial law and the role of the Medical Examiner • Enhanced DBS check • Level 3/4 Safeguarding