

Lead general practice nurse competences framework aligned to the *Knowledge and Skills Framework* version 7

Overview of the *Knowledge and Skills Framework (KSF)* outline for the lead general practice nurse (GPN).

NHS KSF dimensions	Needed for post?	Level for post – lead GPN					Notes
		1	2	3	4		
Core dimensions (relate to all NHS posts)							
1. Communication	Yes				✓		
2. Personal and people development	Yes				✓		
3. Health, safety and security	Yes				✓		
4. Service improvement	Yes			✓			
5. Quality	Yes				✓		
6. Equality and diversity	Yes				✓		
Specific dimensions							
Health and well-being (HWB)							
HWB1 Promotion of health and well-being and prevention of adverse effects to health and well-being	Yes			✓			
HWB2 Assessment and care planning to meet people's health and well-being needs	Yes			✓			
HWB3 Protection of health and well-being	Yes			✓			
HWB4 Enablement to address health and well-being needs	Yes				✓		
HWB5 Provision of care to meet health and well-being needs	Yes				✓		

NHS KSF dimensions	Needed for post?	Level for post – lead GPN					Notes
		1	2	3	4		
HWB6 Assessment and treatment planning	Yes				✓		
HWB7 Interventions and treatments	Yes				✓		
Information and knowledge (IK)							
IK1 Information processing	Yes			✓			
IK2 Information collection and analysis	Yes	✓					
IK3 Knowledge and information resources	Yes		✓				
General							
G1 Learning and development	Yes		✓				
G2 Development and innovation	Yes	✓					
G3 Procurement and commissioning	Yes		✓				
G4 Financial management	Yes		✓				
G5 Services and project management	Yes		✓				
G6 People management	Yes			✓			
G7 Capacity and capability			✓				
G8 Public relations and marketing	Yes	✓					

Core dimensions

Core dimension 1 – communication (level 4)

When working at this level lead GPNs are required to: 'develop and maintain communication with people on complex matters, issues and ideas and/or complex situations.'

Key indicators
The worker:
<ul style="list-style-type: none"> • Identifies: <ul style="list-style-type: none"> – the range of people involved in the communication – potential communication differences – relevant contextual factors – broader situational factors, issues and risks
<ul style="list-style-type: none"> • Communicates with people in a form and manner that: <ul style="list-style-type: none"> – is consistent with their level of understanding, culture, background and preferred ways of communicating – is appropriate to the purpose of the communication and its longer-term importance is appropriate to the complexity of the context – encourages effective communication between all involved – enables a constructive outcome to be achieved
<ul style="list-style-type: none"> • Anticipates barriers to communication and takes action to improve communication
<ul style="list-style-type: none"> • Is proactive in seeking out different styles and methods of communicating to assist longer-term needs and aims
<ul style="list-style-type: none"> • Takes a proactive role in producing accurate and complete records of the communication consistent with legislation, policies and procedures
<ul style="list-style-type: none"> • Communicates in a manner that is consistent with legislation, policies and procedures

Application of level 4 – communication dimension for the lead GPN

To demonstrate competence at this level the lead GPN:	Comments
Undertakes autonomous consultations with patients and colleagues, including, as appropriate: <ul style="list-style-type: none"> • initiating the consultation/time management • gathering the information/history taking • identifying problems appropriate for nurse management • clinical decision-making and problem-solving: deciding on course of action for you to undertake or the level and speed of referral • planning and exploration • closing the consultation • being aware of and managing potential barriers to communication • being able to assist patients and others to make decisions in a style appropriate to their wishes 	

To demonstrate competence at this level the lead GPN:	Comments
<p>Manages challenging consultations effectively with the patients and others in sensitive or difficult situations such as:</p> <ul style="list-style-type: none"> • disability • distressed or angry people • dealing with inappropriate behaviour 	
<p>Adopts an appropriate style of consultation when caring for the terminally ill patients and their carer(s):</p> <ul style="list-style-type: none"> • provide assistance to and support both patient and carer(s) following the diagnosis of a terminal illness • provide support for patients within the consultation process following a bereavement, recognising and implementing referral to other health professionals or agencies if appropriate 	
<p>Establishes and maintains effective communications with individuals and groups both within the practice environment and with external stakeholders. This includes complex and potentially stressful situations</p>	
<p>Through example, demonstrates an understanding of the ethical issues involved in dealing with patients, including the responsibilities and obligations of the Data Protection Act (HMS) 1998 regarding patient confidentiality</p>	
<p>Acts as an advocate when representing the patients and colleagues' viewpoints to others</p>	
<p>Is able to delegate clearly and appropriately adopting the principles of good delegation</p>	
<p>Ensures that delegation with and to your team is appropriate and challenge where necessary</p>	

Core dimension 2 – personal and people development (level 4)

When working at this level lead GPNs are required to: 'develop oneself and others in areas of practice.'

Key indicators
The worker:
<ul style="list-style-type: none"> Evaluates the currency and sufficiency of own knowledge and practice against the <i>KSF</i> outline for the post and identifies own development needs and interests
<ul style="list-style-type: none"> Develops and agrees own personal development plan with feedback from others
<ul style="list-style-type: none"> Generates and uses appropriate learning opportunities and applies own learning to the future development of practice
<ul style="list-style-type: none"> Encourages others to make realistic self assessments of their application of knowledge and skills challenging complacency and actions which are not in the interest of the public and/or users of services
<ul style="list-style-type: none"> Enables others to develop and apply their knowledge and skills in practice
<ul style="list-style-type: none"> Actively promotes the workplace as a learning environment encouraging everyone to learn from each other and from external good practice
<ul style="list-style-type: none"> Alerts managers to resource issues which affect learning, development and performance
<ul style="list-style-type: none"> Develops others in a manner that is consistent with legislation, policies and procedures

Application of level 4 – personal and people development dimension to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
Recognises and promotes the wide remit of the GPN	
Evaluates the roles of individuals working within the primary health care team and understand how the roles of other practitioners and agencies interface with your team	
Has a sound knowledge base of the work and the changing structures of health care provision and the key issues affecting a primary-care-led NHS. This will include: <ul style="list-style-type: none"> National Service Frameworks (NSFs) Personal Medical Services (PMS)/<i>new General Medical Services</i> contract National Institute for Health and Clinical Excellence (NICE) guidance relevant Department of Health documents 	
Leads by ensuring awareness and application within the team of the legal issues pertinent to working as a lead GPN including: <ul style="list-style-type: none"> accountability and delegated responsibility consent (www.dh.gov.uk) duty of care vicarious liability record keeping use of clinical guidelines/protocols/patient group directions (PGDs) 	
Implements and encourages team learning using clinical supervision and significant event discussions, recognising the benefits for the individual, the organisation and the service	
Acts as a coach/mentor/teacher to others in both clinical and managerial situations	

To demonstrate competence at this level the lead GPN:	Comments
Demonstrates, recognises the value of and encourages reflective practice incorporating the principles within the culture of general practice and the wider health community	
Assesses own skills and performance and those of the team to ensure every member has a 'living' personal development plan	
From this, identify and arrange provision of appropriate learning opportunities, liaising with practice management, the local primary care trust (PCT) and other education providers where appropriate	
Identify and encourage staff with potential to develop their career using the skills escalator	
Challenges inappropriate behaviour and/or below standard performance using recognised management good practice suitable for the situation	
Is involved with the wider health community providing leadership when appropriate and function in a variety of role dimensions: health care provider, educator, coach, advocate, researcher and role model	

Core dimension 3 – health, safety and security (level 4)

When working at this level lead GPNs are required to: 'maintain and develop an environment and culture that improves health, safety and security.'

Key indicators

The worker:

- Evaluates the extent to which legislation, policies and procedures are implemented in the environment, culture and practices of own sphere of activity
- Identifies process and systems that do promote own and others' health, safety and security
- Regularly assesses risks to health, safety and security using the results to promote and improve practice
- Takes the appropriate action when there are issues with health, safety and security
- Investigates any potential or actual breaches of legal professional or organisational requirements and takes the necessary action to deal with them appropriately

Application of level 4 – health, safety and security dimension to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
Fully recognises and, if appropriate, take action on the risks to health of microbiological and chemical hazards within the working environment according to COSHH regulations (COSHH 1994)	
Ensures safe storage, rotation and disposal of vaccines and drugs under your control. Where appropriate, ensure monitoring of stock control and documentation of controlled drug usage according to legal requirements	
Ensures the nursing team work in accordance with latest evidence-based practice and are able to manage the emergency response and treatment using local guidelines, including: <ul style="list-style-type: none"> • anaphylaxis and resuscitation techniques • acute chest pain • hypo/hyperglycaemia • exacerbation of asthma and chronic obstructive pulmonary disease • haemorrhage • trauma 	
Ensures the application of the principles of infection control within the practice according to local and national guidelines including: <ul style="list-style-type: none"> • hand washing • universal hygiene precautions • collection and handling of laboratory specimens • segregation and disposal of waste materials • decontamination of instruments and clinical equipment • reporting and treatment of sharps injuries • dealing with blood and body fluid spillages • undertake an annual infection prevention and control audit using a valid and reliable tool 	

To demonstrate competence at this level the lead GPN:	Comments
At irregular intervals inspects the clinical areas to identify any health and safety issues, working with colleagues to resolve any issues identified	
<p>Liaises with the practice manager and ensures that the nursing team are fully aware of the mandatory and statutory training requirements, and access and record training at the appropriate intervals. Topics include:</p> <ul style="list-style-type: none"> • fire safety • health and safety awareness • manual handling • basic adult and paediatric life support • child protection for clinical staff • infection control • protection of vulnerable adults awareness • anaphylaxis • violence and aggression • data protection 	
Recognises and encourages others to be aware of potential health and safety risks and agree actions with them to minimise this	
Knows how to use and promote the personal security systems within the workplace	
<p>Is aware of and abides by:</p> <ul style="list-style-type: none"> • procedures and systems • health and safety documentation • the monitoring and reporting of the state of equipment and furniture • current recommendations for the safe use of VDU screens 	

Core dimension 4 – service improvement (level 3)

When working at this level lead GPNs are required to: 'promote, monitor and maintain best practice in health, safety and security.'

Key indicators

The worker:

Identifies and evaluates areas for potential service improvement

Discusses and agrees with others:

- how services should be improved as a result of suggestions, recommendations and directives
- how to balance and prioritise competing interests
- how improvements will be taken forward and implemented

Constructively undertakes own role in improving services as agreed and to time, supporting others effectively during times of change and working with others to overcome problems and tensions as they arise

Maintains and sustains direction, policies and strategies until they are firmly embedded in the culture, inspiring others with values and a vision of the future while acknowledging traditions and background

Enables and encourages others to:

- understand and appreciate the influences on services and the reasons why improvements are being made
- offer suggestions, ideas and views for improving service and developing direction policies and strategies
- alter their practice in line with agreed improvements
- share achievements
- challenge tradition

Evaluates with others the effectiveness of service improvements and agrees that further action is required to take them forward

Appraises draft policies and strategies for their effect on users and the public and makes recommendations for improvement

Application of level 3 – service improvement dimension to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
Uses the evaluation and audit policies of the practice and local PCT to initiate, or participate with others in, reviews of practice and service delivery	
Appraises, interprets and applies suggestions and recommendations to improve services. Discuss the results with management and the team, identifying any resource or change issues that need to be resolved	
Contributes to the preparation of local guidelines, protocols and standards	
Is involved, if appropriate, in current research into patient care, influencing and encouraging evidence-based practice within the professional team	

To demonstrate competence at this level the lead GPN:	Comments
Leads and informs the team on the current approaches to the management of patient care within general practice and the role of the 'expert patient' (Department of Health, 2001)	
Takes a lead role in the development of strategies and policies in the practice for service improvement, including self-care programmes	
Supports the team in: <ul data-bbox="87 436 973 638" style="list-style-type: none">• understanding and appreciating the influences on services and the reasons why improvements are being made• altering their practice in line with agreed improvements• sharing achievements• challenging tradition	

Core dimension 5 – quality (level 4)

When working at this level lead GPNs are required to: ‘develop a culture that improves quality.’

Key indicators
The worker:
Acts consistently with legislation, policies, procedures and other quality approaches and alerts others to the need for improvements to quality
Works effectively in own team and as part of the whole organisation
Prioritises, organises and carries out own work effectively
Enables others to understand and address risks to quality
Actively promotes quality in all areas of work
Initiates and takes forward the introduction and maintenance of quality and governance systems and processes across the organisation and its activities
Continuously monitors quality and takes effective action to address quality issues and promote quality

Application of level 4 – quality dimension to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
Through reflection and training, ensures own practice and that of others is in line with evidence-based current best practice for general practice nursing	
Recognises and works within your own competence and professional code of conduct as regulated by the Nursing and Midwifery Council (NMC)	
Leads team development with suggestions based on your own clinical experience	
<p>Manages feedback professionally, defusing situations using problem resolution skills to reduce potential for formal complaints. Ensure these situations are reported and managed in an appropriate manner:</p> <ul style="list-style-type: none"> • be aware of and manage situations of potential clinical risk in accordance with the principles of clinical governance • lead on root-cause analysis investigations where appropriate on reported significant events • know and implement the practice policies in this respect, including the ‘whistle blowing’ policy • practice in accordance with agreed standards of care • enable patients to access appropriate professionals in the practice team and beyond • evaluate the patient’s response to health care provision and effectiveness of the care • challenge others when standards of care fall below an acceptable level 	
Utilises the audit cycle as a means of evaluating the quality of the work of self and the team, implementing improvement where required	

To demonstrate competence at this level the lead GPN:	Comments
In partnership with other clinical teams, collaborates on improving the quality of health care, responding to local and national policies and initiatives as appropriate	
Prioritises own workload and ensures effective time management strategies are embedded within the culture of the team	
Ensures physical resources within your area of responsibility are readily available, maintained to quality standards and easily accessible	
Integrates into own and other's practice, evidenced-based, cost-effective appropriate prescribing in alignment with local prescribing policies and legal frameworks	

Core dimension 6 – equality and diversity (level 4)

When working at this level lead GPNs are required to: ‘develop a culture that promotes equality and values diversity.’

Key indicators

The worker:

Interprets legislation to inform individuals’ rights and responsibilities

Actively promotes equality and diversity

Identifies and highlights methods and processes to resolve complaints as a consequence of unfair and discriminatory practice

Supports those whose rights have been compromised consistent with legislation, policies and procedures and good and best practice

Actively challenges individual and organisational discrimination

Evaluates the effectiveness of equality and diversity policies and procedures within the service/agency and contributes to the development of good and best practice

Application of level 4 – equality and diversity dimension to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
<p>Promotes and implements the latest guidelines issued by professional bodies such as the Nursing and Midwifery Council (NMC). These include:</p> <ul style="list-style-type: none"> • confidentiality • consent • equality and diversity • ethical and moral issues 	
<p>Monitors and ensures adherence to local chaperoning policies</p>	
<p>Ensures the whole team have the skills and know the policies regarding the signs of:</p> <ul style="list-style-type: none"> • family violence • vulnerable adults • substance abuse • addictive behaviour <p>(if required, provide guidance and support ensuring appropriate referral)</p>	
<p>Recognises the signs, symptoms and categories of child abuse, ensuring the appropriate action is initiated</p>	
<p>Understands legal issues concerning child abuse, including being aware of statutory child health procedures and statutory local guidance</p>	
<p>Acts as a role model in the observance of equality and diversity good practice:</p> <ul style="list-style-type: none"> • guide patients in accessing sources of support and guidance (eg Patient Advice and Liaison Service[PALS]) • where appropriate involve yourself in local, national voluntary and statutory services and initiatives • ensure information is provided to patients in an acceptable format 	

Specific *KSF* NHS dimensions

Health and well-being

HWB1 – Promotion of health and well-being and prevention of adverse effects on health and well-being (level 3)

When working at this level, lead GPNs are required to: 'plan, develop, and implement and evaluate programmes to promote health and well-being and prevent adverse effects on health and well-being.'

HWB2 – Assessment and care planning to meet health and well-being needs (level 3/4)

When working at this level, lead GPNs are required to: 'assess health and well-being needs and develop, monitor and review care plans to meet specific needs' (level 3) and 'assess complex health and well-being needs and develop, monitor and review care plans to meet those needs' (level 4).

HWB3 – Protection of health and well-being (level 3)

When working at this level, lead GPNs are required to: 'implement aspects of a protection plan and review its effectiveness.'

HWB4 – Enablement to address health and well-being needs (level 4)

When working at this level, lead GPNs are required to: 'empower people to realise and maintain their potential in relation to health and well-being.'

HWB5 – Provision of care to meet health and well-being needs (level 4)

When working at this level, lead GPNs are required to: 'plan, deliver and evaluate care to address people's complex health and well-being needs.'

HWB6 – Assessment and treatment planning (level 4)

When working at this level, lead GPNs are required to: 'assess physiological and/or psychological functioning when there are complex and/or undifferentiated abnormalities, diseases and disorders and develop, monitor and review related treatment plans.'

HWB7 – Interventions and treatments (level 4)

When working at this level, lead GPNs are required to: 'plan, deliver and evaluate interventions and/or treatments when there are complex issues and/or serious illness.'

Application of HWB1 (level 3), HWB2 (level 3/4), HWB3 (level 2), HWB4 (level 4), HWB5 (level 3), HWB6 (level 3/4) and HWB7 (level 3) to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
<p>Undertakes clinical assessment Using the information obtained either personally or by others, agree with the patient and other health care professionals management plans based on the results from the following:</p> <ul style="list-style-type: none"> • urinalysis and preparation of specimens for the laboratory and the recording of: <ul style="list-style-type: none"> – blood pressure – pulse rate and rhythm – temperature – height and weight – visual acuity – leg measurements prior to prescribing of support hosiery • electrocardiograms (ECGs) • blood glucose monitoring • venepuncture • body mass index • patients’ inhaler techniques and peak flow readings • spirometry (after undertaking appropriate training) 	
<p>Following recommended processes, be able to obtain samples and/or swabs from patients as a delegated task or based on clinical presentation (eg ear, chlamydia, high vaginal swabs)</p>	
<p>With the appropriate sensitive communication style, ensure the patient is fully informed and understands:</p> <ul style="list-style-type: none"> • the background and rationale for the test • the process for obtaining and communicating results 	
<p>Monitor and evaluate the quality of sample-taking process of the team and address issues</p>	
<p>Management of long-term conditions Know and use the high-risk indicators for patients with undiagnosed long-term conditions to implement or recommend diagnostic tests with the patient’s consent or refer as appropriate</p>	

To demonstrate competence at this level the lead GPN:	Comments
<p>Works with other health care professionals and in line with national and local policies and practice needs, diagnose, monitor and manage patients with long-term conditions, specifically:</p> <ul style="list-style-type: none"> • diabetes • <i>chronic obstructive pulmonary disease</i> • hypertension • coronary heart disease • asthma • epilepsy • neurological conditions (eg multiple sclerosis) <p>Establishes follow-up support as appropriate</p>	
<p>Has the level of working knowledge of the above conditions as required within designated clinical role including leading specific clinics</p>	
<p>Undertakes regular reviews in line with policy supporting patients in the self-management of their condition</p>	
<p>Recognises the benefits of and work in alignment with the:</p> <ul style="list-style-type: none"> • 'well-informed' and 'expert' patient • carers • family and friends • voluntary and statutory services <p>Fosters quality holistic care</p>	
<p>Therapeutic monitoring</p> <p>Uses a holistic patient approach to check compliance with and adherence to prescribed treatments; identify abnormalities and prescribe if authorised or recommend changes as appropriate</p>	
<p>Has knowledge of and work within practice guidelines to monitor and advise patients regarding review processes for the following conditions:</p> <ul style="list-style-type: none"> • hypothyroid • hyperthyroid • rheumatoid arthritis • iron deficiency anaemia • pernicious anaemia • epilepsy • mental health conditions • anticoagulant therapy 	

To demonstrate competence at this level the lead GPN:	Comments
<p>Wound management Is able to:</p> <ul style="list-style-type: none"> • demonstrate knowledge and understanding of the healing process • undertake initial assessment of patients presenting with minor injuries • assess and care for complex wounds, referring when appropriate • assess pain and recommend or prescribe analgesia • investigate and carry out appropriate blood tests • demonstrate awareness of and use the current guidelines on tetanus prophylaxis • educate the patient in wound self care and monitor as appropriate • undertake Doppler assessment and compression bandaging for leg ulcer management • fulfil infection control principles and practice 	
<p>Family planning and sexual health Is aware of, implements and provides advice on (liaising where appropriate):</p> <ul style="list-style-type: none"> • protocols and patient group directions (PGDs) for the dispensing of emergency contraception • local agencies providing advice for unwanted pregnancies • referrals for insertion of IUD/IUS • local health improvement and modernisation programme • policies for reducing teenage pregnancies • local infertility guidelines and referral pathways • sexually-transmitted infections – local referral pathways and associate lifestyle risk factors • local HIV/AIDS policies and referral pathways • local genitourinary medicine clinical service provision including contact tracing 	
<p>Is able to advise on precautions, dosages and contraindications and, if appropriately qualified, manage contraception issues including:</p> <ul style="list-style-type: none"> • oral contraception • emergency contraception • hormone injections • IUDs/IUS • hormone implants • natural methods • barrier methods • male and female sterilisation 	

To demonstrate competence at this level the lead GPN:	Comments
<p>Women's health Provides support, advice, and if appropriate, manages or is involved with the care of patients presenting with:</p> <ul style="list-style-type: none"> • vaginal discharge • abnormalities of menstruation, including pre-menstrual syndrome • the effects of the menopause, management of symptoms, hormone replacement therapy (HRT), osteoporosis • urinary incontinence • the effects of hysterectomy • infertility and pre-conceptual issues <p>Teaches and encourages patients to be 'breast aware'</p>	
<p>Men's health</p> <ul style="list-style-type: none"> • Is aware of the morbidity and mortality statistics relevant to Men's Health (Saving Lives: Our Healthier Nation HMSO 1999) • Provides support, advice and, if appropriate, manage or be involved in the care of patients presenting with or for: <ul style="list-style-type: none"> – well-man checks – sexual health problems – testicular cancer – prostate disease (including cancer) – breast cancer – erectile dysfunction 	
<p>Health promotion Assesses patient's readiness to change, provide support and management, or refer as appropriate in cases of:</p> <ul style="list-style-type: none"> • smoking • exercise • diet • sexual health • women's and men's health • healthy living for older people 	
<p>Is familiar with sources of reliable information, for example, NHS Direct and the National Electronic Library</p>	
<p>Health screening</p> <ul style="list-style-type: none"> • Performs (after undertaking appropriate training and updates) cervical cytology sampling taking according to NHSCSP (NHS cervical screening programme) standards including audit • Understands the national and local call-and-recall system 	
<p>Is familiar with the workings of 'The NHS Breast Screening Service', especially local implementation</p>	

To demonstrate competence at this level the lead GPN:	Comments
<p>Travel health Assesses travel health needs of patients and a holistic approach to travel health, including comprehensive advice for patients prior to travel which includes:</p> <ul style="list-style-type: none"> • vaccinations and medications • malarial prophylaxis and bite avoidance • safe sex/sexual health • food hygiene • sun protection • first aid and emergency medication • risk of travel/need for health insurance • appropriate written information • self care measures 	
Administers injections as appropriate according to local guidelines and policies	
Provides and supports the team especially in more complex situations including those patients with long-term conditions	
<p>Immunisation of children and adults Assesses and, if appropriate, administer injections under an individualised prescription or PGD (child and adult) or own prescribing rights</p>	
Provides an adult and childhood immunisation service ensuring a call-and-recall system of patients is maintained	
Work with local primary care organisations to ensure PGDs comply with legal requirements, including a process to ensure regular review and update	
<p>First contact care Works autonomously, if appropriate, undertakes first contact consultations, face-to-face or on-the-telephone, and treat or triage as appropriate</p>	
<p>Minor surgery Assists in providing minor-surgery sessions and undertakes simple procedures following appropriate training</p>	
<p>Ear care Assesses, implements and manages ear care based on the latest evidence-based practice and provide advice for patients on safe ear care in accordance with national guidelines</p>	
<p>Mental health Administers appropriate prescribed therapies and monitors for side effects and understands the role of the key worker and communicates as required</p>	
Provides care and support for patients and carers in accordance with the <i>NSF for Mental Health</i> and is able to recognise mental illness and promote mental health	

To demonstrate competence at this level the lead GPN:	Comments
<p>Applies knowledge and experience of the following conditions to support the ongoing management of patients with:</p> <ul style="list-style-type: none">• depression• post-partum affective disorders• schizophrenia• dementia• substance abuse• eating disorders	
<p>Prescribing Follows successful completion of a national training programme, undertakes both extended and supplementary prescribing within their own level of competency and undertakes face-to-face medication reviews</p>	

Information and knowledge dimensions

IK1 – Information processing (level 3)

When working at this level, lead GPNs are required to: 'monitor the processing of data and information.'

IK2 – Information collection and analysis (level 1)

When working at this level, lead GPNs are required to: 'input, store and provide information.'

IK3 – Knowledge and information resources (level 2)

When working at this level, lead GPNs are required to: 'maintain knowledge and information resources and help others to access and use them.'

Application of IK1 – information (level 3), IK2 – information collection and analysis (level 1) and IK3 – knowledge and information resources (level 2) to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
Monitors and confirms accurate documentation/record keeping procedures by the team in line with current policies	
Uses technology as an aid to management in planning, implementing and monitoring, presenting and communicating information utilising appropriate software packages	
Records, retrieves and accesses information	
Reviews and processes data using accurate read codes about consultations in order to ensure easy and accurate retrieval for monitoring and audit purposes (eg the 'Quality Management and Analysis System' – QMAS), including the appointment system	
Monitors and confirms that the team are processing data and information in an agreed format	
Is able to access and send e-mail, including attachments	
Manages information searches using the internet and local library databases, for example the retrieval of relevant information for patients on their condition/diagnosis	
Understands and is able to describe role of the Caldicott Guardian and know the name of your local nominated health care professional	
Is familiar with and understand your own and others responsibility to the individual and the organisation regarding the Freedom of Information Act	

General

Dimension G1 – learning and development (level 2)

When working at this level lead GPNs are required to: 'enable people to learn and develop.'

Key indicators
The worker:
Agrees with the team the purpose, aims and content of the learning and development and own role in the process
Prepares thoroughly for own role addressing any issues in advance
Supports learning <ul style="list-style-type: none">recognising individuals' particular needs, interest and stylesusing the agreed methods and approachesin a manner that stimulates individuals' interest, promotes development and encourages their involvementby developing an environment that supports learningconsistent with legislation, policies and procedures
Gains feedback from learners and relevant others on the effectiveness of learning and development and their ideas for how it can be improved
Reflects on and evaluates the effectiveness of learning and development using feedback from learners and others
Discusses own evaluation with the team and agrees how learning and development might be improved in the future

Application of G1 – learning and development dimension (level 2) to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
Act as a mentor/coach for more junior staff (eg pre-registration nurses or HCAs) assessing competency against set standards as requested if appropriately qualified	
Disseminate learning and information gained to other team members in order to share good practice and inform others about current and future developments (eg courses and conferences)	
Undertake specific training exercises such as observed clinical practice as requested and facilitate shadowing of role	
Build and support a community nursing team fit to achieve the objectives of the organisation	
Monitor and develop the performance of the GPN team: <ul style="list-style-type: none">developing the high performermanaging and supporting the wider teamin accordance with local policies and with support be prepared to instigate formal disciplinary procedures if required	
Approve the performance of the team, providing feedback as appropriate including: <ul style="list-style-type: none">annual development reviews	

To demonstrate competence at this level the lead GPN:	Comments
<p>Provides learning opportunities for colleagues, endeavouring to develop a learning culture within the team including:</p> <ul style="list-style-type: none">• learning-needs analysis• facilitating access to appropriate sources taking into account the needs of the individual and the team• monitor and evaluate the impact and implementation of learning and development within the team	
<p>Undertakes and leads on specific training exercises such as observed clinical practice or 'in house' education sessions and facilitate shadowing of team roles</p>	

Dimension G2 – development and innovation (level 1)

When working at this level lead GPNs are required to: 'appraise concepts, models, methods, practices, products and equipment developed by others.'

Key indicators

The worker:

Identifies new developments made by others that might be relevant to own area of work

Critically evaluates and reviews developments to determine if and how they could be applied within own area of work

Proposes the adoption of relevant developments within own work area to relevant decision makers

Application of G2 – development and innovation dimension (level 1) to the GPN role

To demonstrate competence at this level the lead GPN:	Comments
Keeps up-to-date with new developments locally and nationally, identifying those that will enhance their team's work	
Is able and prepared to enlist support and influence stakeholders and decision makers in order to bring about these developments in the provision of services	
Critically evaluates and reviews innovations and developments that are relevant to your own area of work	
Takes a lead role in planning and implementing changes within your areas of responsibility	
Works with patients, patient groups and the wider multiprofessional team in the exploration and development of new ways of working (eg small group education for newly diagnosed patients with diabetes)	

Dimension G3 – procurement and commissioning (level 2)

When working at this level lead GPNs are required to: 'assist in commissioning, procuring and monitoring goods and/or services.'

Key indicators

The worker:

Maintains effective communication with those responsible for the overall commissioning and procurement process

Undertakes delegated activities effectively and consistent with legislation, policies and procedures

Monitors the delivery of goods/services procured which are under his/her control at regular intervals using appropriate methods

Identifies problems with the delivery of procured goods/services and takes the appropriate action

Maintains accurate, legible and complete records of commissioning, procurement and delivery of goods/services and makes them available to the relevant people

Application of G3 – procurement and commissioning dimension (level 2) to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
Manages physical resources ensuring safe and sustainable supply by forecasting need and advising management and suppliers	
Ensures the team uses the stock control procedures and policies of the practice, identifying potential shortages and replenishing supplies that fall below an acceptable level	
Works with practice management on the anticipated needs of the team in the year including the quality of the supplies and any real or potential problems	
Identifies and explores the potential benefits of group purchasing: eg involving other general practices in the locality	
Is actively involved in the planning and processes of practice-based commissioning or similar initiatives	

Dimension G4 – financial management (level 2)

When working at this level lead GPNs are required to: 'coordinate and monitor the use of financial resources.'

Key indicators

The worker:

Gives relevant people opportunities to provide information on the use of financial resources

Makes and presents to the relevant people recommendations regarding financial resource use which:

- take account of relevant past experience
- take account of trends and developments
- are consistent with sound financial management
- are consistent with legislation, policies and procedures

Plans and schedules how agreed budgets will be used

Identifies any actual or potential deviations from budgets and recommends corrective action to the appropriate person

Application of G4 – financial management dimension (level 2) to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
Reviews the previous year's financial experience, taking into account any unusual features and identify substantial activity changes for the current year	
Uses this information to work in collaboration with the practice manager in producing and managing a budget(s) for your area of responsibility ensuring effective use of resources	
Communicates with the team the essential financial restraints and discuss with them ideas for effective and efficient working within these constraints	
Monitors the key figures on the budget monthly, identifying problems and working with the team and management to resolve them	
Observes and ensures your team adhere to the financial regulations and policies of the practice	

Dimension G5 – service and project management (level 2)

When working at this level lead GPNs are required to: 'organise specific aspects of service and/or projects.'

Key indicators

The worker:

Obtains full, relevant information on specific aspects of services and projects for which s/he is responsible and how they relate to other parts of the service or project

Ensures that everyone involved in the specific aspects of services/projects for which s/he is responsible has relevant and appropriate information about the work and their role within it, and confirms their understanding of their role

Ensures that the planned resources are available for people to use them at the time they need them

Coordinates activities making sure that they run smoothly and work well together and are consistent with legislation, policies and procedures

Effectively undertakes activities to support the efficient working of services/projects

Monitors the implementation of those aspects of services projects for which s/he is responsible against agreed plans and takes prompt corrective action when activities are not consistent with plans

Monitors the outcomes of those aspects of services/projects for which s/he is responsible to confirm that their objectives are met and alerts service/project managers to any issues

Application of G5 – service and project management dimension (level 2) to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
<p>Manages and leads on the delivery of specifically identified services or projects as agreed with the practice management team. Agree plans and outcomes by which to measure success</p> <ul style="list-style-type: none"> – examples could be the taking on by the team of the overall responsibility for the delivery of specific clinics or other health services 	
Delegates specific tasks and roles with full briefing identifying accountability and responsibility	
Identifies and agrees with the team and practice management the resources required	
Cooperates with or coordinates other teams to ensure a seamless process and identify milestones to monitor progress	
Monitors and supports the team in the delivery of the project and/or service, working with others to resolve specific issues or problems	

Dimension G6 – people management (level 3)

When working at this level lead GPNs are required to: 'coordinate and delegate work and review people's performance.'

Key indicators
The worker:
Suggests workforce requirements to meet team and organisational objectives
Selects individuals for posts using agreed methods and based on objective assessments against agreed criteria
Gives team members clear information on, and opportunities to influence, work objectives, planning and organisation, in a way which inspires commitment and enthusiasm
Plans and coordinates work: <ul style="list-style-type: none"> • prioritising and reprioritising activities to respond to changing circumstances • managing multiple processes simultaneously whilst enabling teams and individuals to focus on their own specific objectives
Delegates authority to people and monitors them against the required outcomes, agreeing with them: <ul style="list-style-type: none"> • clear, explicit and achievable targets and timescales • ways in which development will be supported • how progress and performance will be monitored and reviewed
Allocates and provides sufficient resources and support for delegated work and reviews progress and outcomes with people as agreed
Gives people support and opportunities to meet their personal development objectives
Agrees with people appropriate courses of action to address any issues with their work

Application of G6 – people management dimension (level 3) to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
Leads the GPN team and supports structures that are in place for the smooth running of the practice	
Initiates and if appropriate takes the lead role on the development of the key practice policies relevant to the GPN team	
Creates and ensures a productive working environment for your team based on the principles and practice of the equality and diversity dimension	
Builds and supports the development of the wider primary care nursing team as appropriate to achieve the objectives of the organisation	
Monitors and develops the performance of the GPN team: <ul style="list-style-type: none"> • developing the high performer • managing and supporting the wider performer • in accordance with local policies and with support be prepared to instigate formal disciplinary procedures if required 	
Is able to delegate clearly and appropriately	
Leads and ensures the application of clinical governance principles and practice within your team	

To demonstrate competence at this level the lead GPN:	Comments
Manages and assesses risk within the areas of your responsibility, ensuring adequate measures in place to protect staff and patients	
Creates and ensures a productive working environment for your team, recognising diversity and promoting anti-discrimination	
Designs and implements an operational plan for the functional area(s), eg treatment room, including delegation of the workload	

Dimension G7 – capacity and capability (level 2)

When working at this level lead GPNs are required to: 'facilitate the development of capacity and capability.'

Key indicators

The worker:

Identifies and promotes the purpose, advantages and disadvantages of developing capacity and capability

Appraises current options for facilitating capacity and capability development consistent with legislation, policies and procedures

Discusses and agrees the most appropriate options with the people concerned taking account of the particular context and the specific purpose of the development

Identifies and seizes opportunities to develop and improve relationships with others

Takes forward capacity and capability approaches effectively and as agreed

Accepts joint responsibility for any problems and tensions that arise, modifying approaches as a result

Evaluates with those involved the effectiveness of the approaches and the extent to which they have contributed to the development of capacity and capability

Agrees the next steps with people who will take them forward

Application G7 – capacity and capability dimension (level 2) to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
<p>Works with practice management to ensure:</p> <ul style="list-style-type: none">• sufficient staff of appropriate ability, quality and skill mix are available to meet current and future service delivery• selection and recruitment processes are effective• equality of treatment of your team incorporating quality human resources principles and processes that, where possible, mirror those employed directly by the NHS	

Dimension G8 – public relations and marketing (level 1)

When working at this level lead GPNs are required to: 'assist with public relations and marketing activity.'

Key indicators

The worker:

Identifies with the team the tasks related to public relations and marketing that need to be undertaken

Undertakes the task effectively to time and consistent with legislation, policy and procedures

Reports any difficulties or problems at an appropriate time to a team member

Application of G8 – public relations and marketing dimension (level 1) to the lead GPN role

To demonstrate competence at this level the lead GPN:	Comments
Discusses, highlights and works with the team to create opportunities to promote the team, the practice and its services in the local community	