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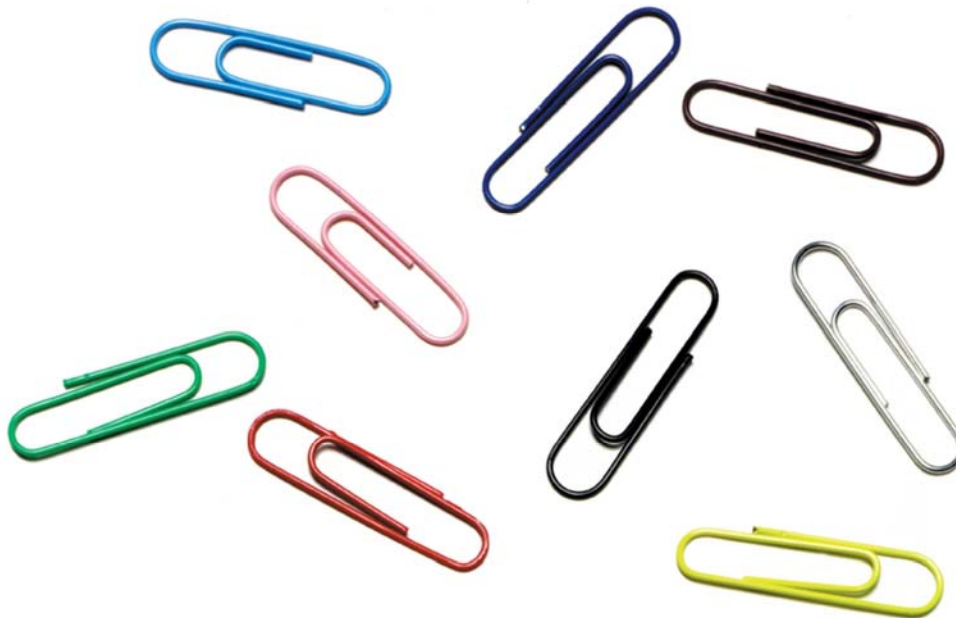
# Level 5 Certificate/Diploma in Primary Care Management (4415-05)

**Qualification handbook**

OfQuals 500/4103/4

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City & Guilds is the UK's leading provider of vocational qualifications, offering over 500 awards across a wide range of industries, and progressing from entry level to the highest levels of professional achievement. With over 8500 centres in 100 countries, City & Guilds is recognised by employers worldwide for providing qualifications that offer proof of the skills they need to get the job done.

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# Level 5 Certificate/Diploma in Primary Care Management (4415- 05)



## Qualification handbook

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# 1 About this document

This document contains the information that centres need to offer the following [unitised qualifications:

<b>Qualification title</b>	<b>City &amp; Guilds qualification number</b>	<b>QCA / SQA accreditation number(s)</b>	<b>Guided Learning Hours</b>
Diploma in Primary Care Management	4415-05	500/4103/4	240
Certificate in Primary Care Management	4415-05	500/4104/6	230

This document includes details and guidance on:

- centre resource requirements
- candidate entry requirements
- information about links with, and progression to, other qualifications
- qualification standards and specifications
- assessment requirements

## **2 About the Diploma/Certificate in Primary Care Management**

### **2.1 Aim of the qualification**

This qualification has been designed to meet the needs of today's manager in primary care and to cover the main roles and responsibilities of the position. Each module contains the knowledge and understanding necessary to fulfil this role.

The job role of a manager will vary from practice to practice. However, this qualification has been designed to cover the key areas of knowledge and responsibility common to most primary care managers. The unique environment of general practice presents some particular risk management challenges relating to clinical governance, prescription fraud, workplace health hazards, patients' rights, data protection, access to health records and the security of staff, patients and premises. Financial management in general practice requires specialist knowledge regarding the reimbursement of staff and premises costs and the submission of Item of Service claims.

Candidates undertaking this course will gain the knowledge and understanding in the application of management techniques and theories in a health or social care setting enabling them to work well as part of the health care team. Candidates will also gain an understanding of the services available to the public and the legal responsibilities of the practice manager, both highly important areas of the practice manager's position. Candidates will also be able to define, describe and implement legal requirements concerning working practices.

Candidates will gain an understanding of and be assessed on the business documents essential to the role of primary care managers. Candidates will gain an understanding of how effective communication is achieved in terms of the choice of communication method, provision of information in decision making and the ability to summarise and present information and data.

This course will provide candidates with the personal and practical skills necessary to work effectively as a manager in primary care including the application of quality assurance systems. Candidates will gain, and be able to apply, knowledge of management skills. Managing staff and patient services and team working skills are explored as are purchasing and supply and the financial areas of responsibility in general practice.

Candidates will develop an understanding of health and safety in the workplace and be able to apply that understanding to the situations that a practice manager typically faces.

### **Accreditation details**

These qualifications are accredited by the Qualifications and Curriculum Authority at Level 5 of the NQF.

### **Qualifications and Credit Framework (QCF)**

The QCF replaces the National Qualifications Framework in England and Northern Ireland, and is intended to replace the regulated pillar within the Qualifications and Credit Framework for Wales (CQFW). It is also intended to align with the Scottish Credit and Qualifications Framework (SCQF). The QCF provides a way of recognising achievement through the award of credit for units and qualifications. Units within the framework are allocated:

- a level to indicate the level of difficulty
- a credit value to indicate the size of the unit.



The QCF recognises learning by awarding credit each time a candidate successfully completes a unit. Candidates can accumulate and transfer credit achievement over time.

A unit is the smallest part of learning for which credit is awarded. Candidates can also gain credit for full qualifications. Rules of combination specify the credits which must be achieved through a particular combination of units to gain a full qualification.

For further information about the QCF, CQFW and the SCQF, please refer to the websites for each country listed at Appendix 1.

For further details about accreditation, national qualification frameworks and level descriptors please refer to Appendix 1.

The aims of these qualifications are to meet the needs of candidates who work or want to work as Emergency Services Control Room Staff, GP Practice Manager, Health Service Manager in the Health service sector

## 2 About the Diploma/Certificate in Primary Care Management

### 2.2 The structure of the qualification

This section provides information about the structure of the qualification and unit combinations required for the qualification.

#### Full qualifications

The qualification will be awarded to candidates on successful completion of the required units as shown in the table below: Candidates who choose not to complete the Business project but do complete the other four units will receive the Certificate in Primary Care Management.

QCA unit reference	City & Guilds unit number	Unit title	Excluded combination of units (if any)
J/501/7403	Unit 501	Manage ethics and medico-legal requirements	n/a
L/501/7404	Unit 502	Manage staff	n/a
R/501/7405	Unit 503	Manage resources and patient services	n/a
Y/501/7406	Unit 504	Manage healthcare resources	n/a
D/501/7407	Unit 505	Manage data and communication in a healthcare setting	n/a
H/501/7408	Unit 506	The business project	n/a

#### Certificates of unit credit

Certificates of unit credit (CUC) will be issued to candidates for each successfully completed unit, even if the full qualification is not attempted.

Candidates who do complete a full qualification will receive, in addition to their full certificate/diploma, a CUC for each unit achieved.

## 2 About the Diploma/Certificate in Primary Care Management

### 2.3 Sources of information and assistance

#### Related publications

City & Guilds also provides the following documents specifically for this qualification:

Publication	Available from
Sample test papers	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>
Assignment guide for centres	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>
Assignment guide for candidates	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>
Marking guide	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>
fast track approval forms/generic fast track approval form	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>

#### Other essential City & Guilds documents

There are other City & Guilds documents which contain general information on City & Guilds qualifications:

- **Providing City & Guilds qualifications – a guide to centre and qualification approval** contains detailed information about the processes which must be followed and requirements which must be met for a centre to achieve ‘approved centre’ status, or to offer a particular qualification.
- **Ensuring quality** contains updates on City & Guilds assessment and policy issues.
- **Centre toolkit** contains additional information on *Providing City & Guilds qualifications*, in a CD-ROM, which links to the internet for access to the latest documents, reference materials and templates. The *Centre Toolkit* is sent to centres when they receive approved centre status. It is also available from to order at an additional cost.
- **Online catalogue** contains details of general regulations, registration and certification procedures and fees. This information is also available online.

For the latest updates on our publications and details of how to obtain them and other City & Guilds resources, please refer to the City & Guilds website.

## City & Guilds websites

Website	Address	Purpose and content
City & Guilds main website	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>	This is the main website for finding out about the City & Guilds group, accessing qualification information and publications.
Walled Garden	<a href="http://www.walled-garden.com">www.walled-garden.com</a>	The Walled Garden is a qualification administration portal for approved centres, enabling them to register candidates and claim certification online.

## Contacting City & Guilds by e-mail

The following e-mail addresses give direct access to our Customer Relations team.

e-mail	Query types
<a href="mailto:learnersupport@cityandguilds.com">learnersupport@cityandguilds.com</a>	all learner enquiries, including <ul style="list-style-type: none"><li>requesting a replacement certificate</li><li>information about our qualification</li><li>finding a centre.</li></ul>
<a href="mailto:centresupport@cityandguilds.com">centresupport@cityandguilds.com</a>	all centre enquiries
<a href="mailto:walledgarden@cityandguilds.com">walledgarden@cityandguilds.com</a>	all enquiries relating to the Walled Garden, including <ul style="list-style-type: none"><li>setting up an account</li><li>resetting passwords.</li></ul>

## AMSPAR website

Website	Address	Purpose and content
AMSPAR main website	<a href="http://www.amspar.com">www.amspar.com</a>	This is the main website for finding out about qualifications offered by AMSPAR, accessing membership information and the discussion forum.

## Contacting AMSPAR by e-mail

Please do not send urgent or confidential information to AMSPAR by email.

e-mail	Query types
<a href="mailto:info@amspar.com">info@amspar.com</a>	for general enquiries

## 3 Candidate entry and progression

### Candidate entry requirements

Candidates should not be entered for a qualification of the same type, content and level as that of a qualification they already hold.

### Interview

Centres must interview all candidates before accepting them onto the programme to ensure that they can meet all the entry criteria described below.

### Who is the programme designed for?

Those in post as Practice Managers

Those in post as Deputy/Assistant Practice Managers

Those in post for a minimum of 2 years experience within a health or social care setting who will benefit from developing their capability and experience.

### Prior Qualifications

Candidates must be educated to a minimum of a Level 3 standard of education and must have a standard of English, oral and written, broadly equivalent to the Cambridge Certificate in Advanced English – CAE.

### Formal Learning Agreement

All candidates must be in receipt of a letter of support and commitment signed by a senior partner in their practice stating that the candidate will be given access to all information required to successfully complete work based assignments and projects. Centres must be in receipt of a copy of the letter of support before a candidate is accepted onto the programme.

### Secondment/Attachment

Potential candidates who do not fit into one of the entry criteria described above must explore the possibility of secondment/attachment to a GP practice. Centres must advise candidates to contact the Training/Development Officer at their local Primary Care Organisation. Where secondment/attachment has been secured it is essential that a written agreement/contract be drawn up between the candidate and the practice. The contract must state that the candidate will be allowed access to appropriate resources and support in order to be able to successfully complete assignments and projects.

It is essential that candidates make these arrangements before commencing the programme. Centres must be in receipt of a copy of the written agreement/contract before a candidate is accepted onto the programme.

### Age restrictions

This qualification is not approved for use by candidates under the age of 19, and City & Guilds cannot accept any registrations for candidates in this age group.

### Progression

Most learners who take this course are already in work. On completion of this course, many who are employed as assistant practice managers or medical administrators are able to seek employment as a practice manager. Learners can also choose to continue to study with further generic management qualifications.

## 4 Centre requirements

### 4.1 Centre, qualification and fast track approval

#### **Centres not yet approved by City & Guilds**

To offer these qualifications, new centres will need to gain both **centre and qualification approval**. Please refer to Appendix 2 for further information.

#### **Existing City & Guilds centres**

To offer these qualifications, centres already approved to deliver City & Guilds qualifications will need to gain **qualification approval**. Please refer to Appendix 2 for further information.

#### **Centres migrating from AMSPAR to City & Guilds**

Please see welcome pack on our website [www.cityandguilds.com/amspar](http://www.cityandguilds.com/amspar) for further information.

## 4 Centre requirements

### 4.2 Resource requirements

#### Physical resources

Centres must provide access to sufficient equipment in the centre or workplace to ensure candidates have the opportunity to cover all of the practical activities.

#### Human resources

To meet the quality assurance criteria for this qualification, the centre must ensure that the following internal roles are undertaken:

- quality assurance co-ordinator
- trainer / tutor
- assessor

#### Staff delivering the qualifications

Staff delivering this qualification must be able to demonstrate that they meet the following occupational expertise requirements.

- be technically competent in the area for which they are delivering training and/ or have experience of providing training. This knowledge must be at least to the same level as the training being delivered.

Centre staff may undertake more than one role eg tutor and assessor or internal verifier, but must never internally verify their own assessments.

**Trainer / tutors must** have credible experience of providing training.

#### Assessors/internal verifiers

While the Assessor/Verifier (A/V) units are valued as qualifications for centre staff, they are not currently a requirement for the qualification.

#### Continuing professional development (CPD)

Centres are expected to support their staff in ensuring that their knowledge of the occupational area and of best practice in delivery, mentoring, training, assessment and verification remains current, and takes account of any national or legislative developments.

## 4 Centre requirements

### 4.3 Registration and certification

#### Administration

Full details of City & Guilds' administrative procedures for this qualification are provided in the *Online Catalogue*. This information includes details on:

- registration procedures
- enrolment numbers
- fees
- entry for examinations
- claiming certification.

Centres should be aware of time constraints regarding the registration and certification periods for the qualification, as specified in the City & Guilds *Online Catalogue*.

Centres should follow all administrative guidance carefully, particularly noting that fees, registration and certification end dates for the qualification are subject to change. The latest News are available on the website ([www.cityandguilds.com](http://www.cityandguilds.com)).

#### Regulations for the conduct of examinations

Regulations for the conduct of examinations for online and written examinations are given in *Providing City & Guilds qualifications - a guide to centre and qualification approval* and in the *Online Catalogue*. Centres should ensure they are familiar with all requirements prior to offering assessments.

#### Retaining assessment records

Centres must retain copies of candidate assessment records for at least three years after certification.

#### Notification of results

After completion of assessment, candidates will receive, via their centre, a 'notification of candidate results', giving details of how they performed. It is not a certificate of achievement.

#### Certificate of unit credit (CUC)

A certificate of unit credit records the successful completion of a unit. Centres can apply for CUCs on behalf of a candidate at any time after they have achieved the unit. They do not need to wait until the full programme of study has been completed.

#### Full certificates

Full certificates are only issued to candidates who have met the full requirements of the qualification, as described in section 2.2 The structure of the qualification.



## **4 Centre requirements**

### **4.4 Quality assurance**

This information is a summary of quality assurance requirements.

*Providing City & Guilds qualifications* and in the *Centre toolkit* provide full details and guidance on:

- internal quality assurance
- external quality assurance
- roles and responsibilities of quality assurance staff.

#### **Internal quality assurance**

Approved centres must have effective quality assurance systems to ensure optimum delivery and assessment of qualifications.

Quality assurance includes initial centre approval, qualification approval and the centre's own internal procedures for monitoring quality. Centres are responsible for internal quality assurance, and City & Guilds is responsible for external quality assurance.

## 5 Course design and delivery

### 5.1 Initial assessment and induction

Centres will need to make an initial assessment of each candidate prior to the start of their programme to ensure they are entered for an appropriate type and level of qualification.

The initial assessment should identify any specific training needs the candidate has, and the support and guidance they may require when working towards their qualification. This is sometimes referred to as diagnostic testing.

City & Guilds recommends that centres provide an induction programme to ensure the candidate fully understands the requirements of the qualification they will work towards, their responsibilities as a candidate, and the responsibilities of the centre. It may be helpful to record the information on a learning contract.

Further guidance about initial assessment and induction, as well as a learning contract that centres may use, are available in the *Centre toolkit*.

## 5 Course design and delivery

### 5.2 Recommended delivery strategies

Centre staff should familiarise themselves with the structure, content and assessment requirements of the qualification before designing a course programme.

Centres may design course programmes of study in any way that

- best meets the needs and capabilities of their candidates
- which satisfies the requirements of the qualification.

In particular, staff should consider the skills and knowledge related to the national occupational standards.

City & Guilds recommends that centres address the wider curriculum, where appropriate, when designing and delivering the course. Centres should also consider links to the National Occupational Standards, Key/Core Skills and other related qualifications. Relationship tables are provided section 6 Relationships to other qualifications to assist centres with the design and delivery of the qualification.

Centres may wish to include topics as part of the course programme which will not be assessed through the qualification.

## **5 Course design and delivery**

### 5.3 Data protection, confidentiality and legal requirements

#### **Data protection and confidentiality**

Data protection and confidentiality must not be overlooked when planning the delivery of this qualification.

Centres offering this qualification may need to provide City & Guilds with personal data for staff and candidates. Guidance on data protection and the obligations of City & Guilds and centres are explained in *Providing City & Guilds qualifications*.

#### **Protecting identity**

It is extremely important to protect the identity of the individuals encountered by candidates in the work setting, eg customers, clients and patients.

Confidential information must not be included in candidate portfolios or assessment records. Confidential information should remain in its usual location, and a reference should be made to it in the portfolio or assessment records.

## **6 Relationships to other qualifications**

### **6.1 Links to National Occupational Standards and N/SVQs**

#### **Mapping of the Level 5 Diploma in Primary Care Management to the National Occupational Standards in Management and Leadership.**

The Level 5 Diploma in Primary Care Management is a specific job related specification relating to the role of the Primary Care Manager in the N.H.S. The specification inevitably requires the candidate to demonstrate their knowledge and understanding of both the legislation that governs the operation of a Primary Care Unit (PCU) and of their specific responsibilities and accountabilities within the unit. Many of these responsibilities and accountabilities are based on requirements laid down by various agencies within the medical profession (e.g. the General Medical Council) and the specification is partly designed to ensure that the candidate has an appropriate level of understanding, skills and knowledge to operate as a manager within this sensitive environment.

At the same time, the specification requires the candidate to demonstrate their general management skills within this context. To this extent, the specification has elements that reflect general management practice and those elements can be mapped to the National Occupational Standards for Management and Leadership.

This qualification is designed for those in post as Practice Managers or Deputy/Assistant Practice Managers. Typically, most practices would employ less than 20 people and very few would employ more than 50. As such they exhibit characteristics of typical SMEs in the services sector with a requirement for, for example, high levels of customer service.

The units in the National Occupational Standards have been applied to identified levels of management: Team Leader, First Line Manager, Middle Manager and Senior Manager. It is difficult to precisely allocate the role of the Practice Manager to the levels as their role will incorporate elements of them all to a greater or lesser extent, partly depending on the size of the practice.

As an SME, Practice Managers typically act as both Team Leaders and Middle Managers. The content has therefore only been mapped against these levels of management in the National Occupational Standards i.e. Units A1 – A3, B1, B5, B6, B8, B11, C1, C2, C4 – C6, D1 – D3, D5 – D7, E2, E5, E6, F1 – F3, F5, F7 – F9 and F11.

## Unit 501 – Manage Ethics and Medico- Legal Requirements

This unit relates to very specific requirements within a Primary Care Unit for an understanding of the legal and ethical requirements of managing a PCU within the NHS, of monitoring observance of those requirements, of improving the management and observance of those requirements and of keeping “up-to-date” with changes.

It also requires an understanding of the NHS and GP contract, the system of payments and other obligations under that contract and how the contract came into being.

Outcome 5 requires an understanding of patients’ rights and processes by which the PCU will ensure their observance.

Outcome	NOS Unit/Outcome	Comments
1, 2, 3 & 5	B8 Outcomes 1 – 8	Outcomes covered in full as related to these legal, regulatory, ethical and social requirements of those managing a PCU.
	Also, by implication, covers B5 & B6	
4	Not effectively covered	This is a very specific contractual based topic section not effectively covered by the NOS standards

## Unit 502 – Managing Staff

This unit covers the skills and knowledge needed to undertake the recruitment, appraisal and assess the training needs of staff within the PCU.

Outcome	NOS Unit/Outcome	Comments
1	D5 Outcomes 1 -12 D6 Outcomes 1 - 13	Unit topic covered in full except 1.1, 1.2 and 1.14. The content of these topics and the outcomes are implied within these NOS units but are not specifically stated as outcomes.
2.1	D3 Outcomes 3 – 7, 9 – 11	Outcome 2.1 does not cover issues related to staff turnover or of exit interviews. It does not suggest accessing external expertise in undertaking the recruitment function.
2.2	A1 Outcomes 1 – 9 A2 Outcomes 1 – 10 A3 Outcomes 1 - 6 D6 Outcome 12 D7 Outcomes 1 – 6, 10 & 11	A3 is only implied. Outcomes 7, 8 and 9 are implied by the content of this section but are not specifically referred to. The other NOS outcomes are covered but the wording of the section would imply that they are not covered in the depth required by the NOS.
2.3	D3 Outcomes 1 – 11	Underpinning implication that the processes for the recruitment, training and retention of staff are undertaken within the relevant and current recruitment and employment legislation.

## Unit 503 – Managing Processes and Patient Services

This unit covers the skills and knowledge needed by the Practice Care Manager to manage the provision of patient services to ensure that they are carried out in accordance with the relevant legislation, protocols and Code of Practice and with the Unit's policies. It is the responsibility of the PCM to maintain and improve activities and contribute to changes in services, patient care and systems whether initiated from within the practice or from outside the practice (e.g. by changes in legislation).

Outcome	NOS Unit/Outcome	Comments
1	D2 Outcomes 1 – 10	The content in this unit Outcome relates very specifically to the stakeholder relationships maintained by a PCU. It does not cover the colleague relationships required by the NOS Unit.
	Also, by implication, covers D1.	
2	2.3 C1 Outcomes 1 – 12	The content of C1 is both explicitly and implicitly contain within the Section 2.3 outcome statement.
	2.4 C4 Outcomes 1 – 8	The content of C4 is covered only when seen in the context of changes in a PCU, likely to employ less than 20 staff.
	2.6	
	2.8	The contents of F7 (and F8, F11) are covered when section 2 is viewed in the context of improving services to patients as customers of the PCU.
	F7 & F8 Elements 1-3	
	F11 Outcomes 1 - 8	
3	3.1 C1/C2 Outcomes 1 – 12	This section is about quality and efficiency improvement with an explicit requirement that change must improve current patient service and practices. The section requires the candidate to understand and support the development and implementation of change. Within the context of a PCU, these are covered by a combination of the National Occupational Standards for units C1, C2, C5 and C6.
	3.2/3.3 C5 Outcomes 1 – 8	
	3.4 – 3.7 C6 Outcomes 1 - 7	
4	This section is not explicitly covered by the NOS.	

5	5.1 – 5.6 5.9 – 5.10 5.11	B1 Outcomes 1 – 8 E2 Outcomes 1 – 13 D3 Outcomes 3, 4	Topic 5.11 is more effectively covered by D4. However, the level of outcome required in D4 is more appropriate to the role of a Senior Manager. F3 encompasses a number of the outcomes implied by section 5 when related to the management skills and understanding that would be required to achieve the section.
		F3 Outcomes 1 – 8	
6	6.1 – 6.4 6.5	These sub-sections are not explicitly covered by the NOS. E6 Outcomes 1 - 12	E6 is covered in full when combined with Section 7.
7	All except 7.8	E6 Outcomes 1 – 13	See also Section 6 above.

#### Unit 504 – Managing Health Care Resources

This unit is concerned with the management of financial resources within a PCU.

Outcome	NOS Unit/Outcome	Comments	
1	This section is not explicitly covered by the NOS.	This section contains very specific skills related to the commissioning process within the NHS. As such it is generally too specific to have any direct relationship with the NOS. However, some skills demonstrated in this section would also be applicable to the outcomes required in Unit F3.	
2	E2 Outcomes 1 – 13		
3	This section is not explicitly covered by the NOS.	Purchasing skills are not specifically covered in the NOS but could be seen as implicit to the Using Resources units.	
4	4.1 – 4.6 4.8 - 4.10 4.12, 4.13 4.11	E2 Outcomes 1 – 13 D3 in relation to the need to comply with legal requirements etc.	Unit E2 covers a range of budget and financial performance skills and knowledge. Within the unit 503 these are spread across Outcomes 4 and 7.



5	This section is not explicitly covered by the NOS.	
6	This section is not explicitly covered by the NOS.	
7	E2 Outcomes 1 – 13	

### Unit 505 – Managing Data and Communications in a Health Care Setting

This unit covers the communication and information handling skills required of a Practice Manager in a PCU.

Outcome	NOS Unit/Outcome	Comments
1	This section is not explicitly covered by the NOS.	
2	All	This Outcome is not covered by specific units within the NOS. However, the skills and knowledge required to achieve the outcomes for this section would be required to effectively meet the outcomes of a number of the NOS units since the ability to identify, select and use appropriate information is a key set of skills for any manager. Good examples include A3, D2, and E2, 5 and 6.
3	All	This section is not covered by specific units within the NOS. However, the skills and knowledge required to achieve the outcomes for this section would be required to effectively meet the outcomes of a number of the NOS units since the ability to establish good communications with colleagues, stakeholders and customers is one of the keys to being an effective manager. Good examples include B5, B6, C4, D1, D3, F1, F5, F8 and F11.
4	All	Content underpins all parts of the NOS dealing with communication skills as identified in Section 3.
5	This section is not explicitly covered by the NOS.	

## Unit 506 – The Business Project

Candidates are required to undertake a specific project within their PCU that has been agreed with the practice partners and the outcomes of which will help resolve identified problems within the PCU which could be resolved through project management.

Outcome	NOS Unit/Outcome	Comments
1	F1 Outcomes 1 – 12	
2	F1 Outcome 8 (part)	Outcome 2 provides for a very specific methodology for communicating the details of the business project. It forms the basis of the assessment of the unit. As such, the skills used contribute to F1 (and other units).
Outcome	NOS Unit/Outcome	Comments
All	A 1 – 3	
All	B11	The content of B11 underpins the outcomes of a number of units and will be covered in achieving them. This is particularly the case with unit 500 outcome 5, 501, 502 outcome 7, 504 outcomes 3 & 4 and 505.

## National Occupational Standards not substantially covered by the Level 5 Diploma in Primary Care Management Units.

The units detailed above substantially covered by the Level 5 Diploma in Primary Care Management units, when taken in the context of:

- A non profit making service
- The specific environment of operating in the context of the NHS
- The legislation, protocols and Codes of Practice governing the management and operation of a PCU.
- The nature of most PCUs as employers of under 20 people and of, effectively, being SMEs

However, there are a number of NOS units which team leaders or middle managers would expect to cover in other settings that are not included in the Level 5 qualification. These are:

- A3     Develop your personal networks.  
Parts of this unit are implied by units within the qualification but the implications are mainly considered too tenuous to provide a fully effective mapping.
- D7     Provide learning opportunities for colleagues  
The majority of this unit maps effectively. The gaps specifically relate to supporting colleagues in proving learning, using unplanned learning opportunities and ensuring resources are made available.
- E5     Ensure your own actions reduce risks to health and safety  
This unit does not map primarily because unit 502, Outcome 7, is written without reference to own actions. It therefore effectively maps only to E6.
- F2     Manage a programme of complimentary projects  
The Business Project specifically requires one project to be managed, rather than a programme of complimentary projects.
- F5     Resolve customer service problems

This qualification does not explicitly cover the skills needed to resolve customer (patient) service problems in the context of this unit which deals with the immediate action required to address problems rather than the need to continually monitor and improve service standards.

- F9 Build your organisation's understanding of its market and customers  
Not covered by this qualification

## **Mapping between the level 5 Diploma in Primary Care Management and the NHS Knowledge and Skills Framework (NHS KSF)**

### **Background**

The NHS KSF defines and describes the knowledge and skills which NHS staff need to apply in their work in order to deliver quality services. The KSF relates to job descriptions rather than person specifications. KSF underpins Agenda for Change which applies to all directly employed NHS staff, except very senior managers and those covered by the Doctors' and Dentists' Pay Review Body.

As independent contractors to the NHS, it is not mandatory for GP practices to implement Agenda for Change and any money for doing so is unlikely to materialise. Whilst the new GMS contract does emphasise using the principles as a means of improving employment practices, and as a replacement to Whitley terms, it would appear that funding has already been included in the global sum by the statement that 'provision for uplifting non-medical staff costs as a result of the principles of Agenda for Change has been, and will continue to be, included in the arrangements for revising the global sum'.

### **Introduction**

The new GMS contract recognises an expanded role for practice managers in primary care and in Annex C sets out a competency framework for practice management. The new contract acknowledges that not every practice manager will have all these competencies, which are defined at three levels, viz., administrative, managerial and strategic roles. In some practices the competencies may not be carried out at all. In other practices some competencies may be performed by third parties such as accountants, lawyers or specialist consultants.

As stated above, there is great diversity in how management is performed in practices. The following mapping exercise therefore comes with a caveat. In mapping the Level 5 Diploma in Primary Care Management with the KSF, it must be remembered that the AMSPAR Specification is a teaching syllabus and not a set of job descriptions.

As a consequence we have not mapped KSF to the Level 5 DPCCM at any particular level, however it would be expected that a practice manager would operate at levels 3 and/or 4.

Unit	Relevant dimension(s) from the NHS KSF & the Level 5 Diploma in Primary Care Management.
501 Manage Ethics and Medico-legal Requirements	<p>Generally</p> <p>The General Dimensions G1, Learning and development, G6, People Management and G8, Public Relations and marketing are relevant to this unit</p> <p>In as far a Clinical Governance is a contractual obligation under Annex B of the new GMS contract, the Health and Wellbeing Dimensions HWB1, HWB 3, HWB9 are relevant to unit 501.</p>
Outcome 1 The Importance of medical ethics	<p>This section is covered under :</p> <p>Core 1, Communication (Spec 1.6 confidentiality &amp; disclosures)</p> <p>Core 2, Personal &amp; people development (Spec. 1.7 ensure staff are aware of their obligations concerning medical ethics)</p> <p>Core 3, Health, Safety and Security (Spec. 1.5 workplace health of staff)</p> <p>Core 5, Quality (Spec 1.1. – 1.8 generally where legal, ethical and regulatory requirements are the framework within which quality is maintained and improved)</p> <p>Core 6, Equality and diversity ( Spec 1.3 understand and ensure compliance with the special requirements of medical ethics within a workplace setting, Spec. 1.7 ensure staff are aware of their obligations concerning medical ethics)</p>
Outcome 2 Medical etiquette	<p>While medical etiquette is not specifically mentioned in the KSF, this Outcome is partly linked to Dimension G5, Services and Project Management as it forms part of the constraints under which the manager works when planning service delivery and the supporting mechanisms that ensure that services are managed and delivered effectively. Maintenance of appropriate codes of behaviour is also implied in Core 5, Quality and Core 6, Equality and diversity</p>
Outcome 3 Medico Legal requirements	<p>The role of the Primary Care Manager in ensuring compliance with medico legal requirements is partially covered in the following:</p> <p>Core 1, Communication, (Spec 3.2 ensure staff are aware of their obligations,</p> <p>Core 2, personal and people development (Spec 3.2 above)</p> <p>Core 3, Health Safety and Security (Spec 3.3, 3.4 3.5 risk management &amp; health and safety)</p> <p>Core 4, Service Improvement (Spec 3.6 understand clinical governance, promote quality improvement and enhanced patient safety)</p> <p>Core 5, Quality (Spec. 3.6 above which addresses similar legal issues but focuses on the quality angle.</p> <p>Core 6, Equality and diversity (Spec 3.2 as above, 3.5 sexually transmitted disease, consent, mental health, control of records and data, 3.6 as above)</p>
Outcome 4 The NHS and GP contract	<p>A knowledge of the contract is required for Spec 4.6 and the voluntary and mandatory requirements can be linked to KSF</p> <p>The voluntary clinical and organisational domains of the Quality and Outcomes Framework QOF (Annex A of the contract) are covered by;</p> <p>Core 1, Communication, (QOF Information for patients)</p> <p>Core 2, Personal and people development (QOF Education &amp; training)</p> <p>Core 3, Health and Safety (QOF Practice Management, Medicines Management)</p> <p>Core 4, Service Improvement (QOF Clinical Domains, Patient Experience Domain)</p> <p>Core 5, Quality (QOF Clinical Domains, Patient Experience Domain)</p> <p>Core 6, Equality &amp; diversity (QOF Records &amp; Information (recording ethnic origin)</p>

## Practice Management (carers)

Annex B Contractual and statutory obligations are covered by  
 Core 1, Communication, (Annex B1 Practice leaflet, B.2 agreed complaints procedure)  
 Core 2, personal and people development (Annex B.8, registration of healthcare professionals, B.10 GP appraisal)  
 Core 3, Health Safety and Security (Annex B.4, B.5 Medicines, B.18 complies with H&SWA)  
 Core 4, Service Improvement (Annex B.21 system in place for clinical governance)  
 Core 5, Quality (Annex B.21 system in place for clinical governance)  
 Core 6, Equality and diversity (Annex B.1 patients' rights & responsibilities, B.3 does not discriminate on grounds of race, gender, social class, age, religion, sexual orientation, appearance, disability or medical condition)

Outcome 5 Patients' rights	Core 1, Communication (Spec. 5.2 improve observance of patients' rights) Core 2, personal and people development (Spec 5.2 agreed measures to improve patients rights) Core 6, Equality & diversity (Spec 5.1 describe the rights, Spec 5.2 define, recommend, implement and monitor agreed measures to improve observance of patients rights)
<b>Unit</b>	<b>Relevant dimension(s) from the NHS KSF &amp; the Level 5 Diploma in Primary Care Management.</b>
502 Managing Staff	Generally The General Dimensions G1, Learning and development and G6, People Management are relevant to this unit.
Outcome 1 Manage the performance of teams and individuals	This Outcome covers managing own competence, team building, managing the team's performance and motivation etc. These are covered in Core 1, Communication (Spec 1.5 build and manage the team, Spec 1.11 determine management structures, lines of accountability, Spec 1.17 define and describe behavioural styles) Core 2, Personal and people development (Spec 1.1 define/describe group dynamics, Spec 1.2 describe leadership styles, Spec 1.4 describe and manage individual roles within a group, Spec 1.7 set and review objectives, Spec 1.8 plan activities, Spec 1.9 evaluate performance, Spec 1.18 define and describe motivation) Core 5, Quality (Spec 1.9, evaluate performance, feedback, Spec 1.18 Poor performance) Core 6 Equality and diversity (Spec 1.17 behavioural styles and personality theories)
Outcome 2 Select and manage personnel functions	Core 1, Communication (Spec 2.1.11 develop formal and informal interviewing skills, Spec 2.2.2 carry out appraisals, Spec 2.2.7. handle disagreements and reduce conflict. Core 2, Personal and People Development (Spec 2.1.12 prepare induction plan, Spec 2.2.1. apply measures to improve staff performance, Spec 2.2.2. appraisals and learning needs, personal learning plans, Spec 2.2.3. plan and carry out the training of staff and others, implement training, Spec 2.2.4. review and evaluate training outcomes) Core 3, Health, safety and security (Spec 2.1.7 data protection, confidentiality, Spec 2.1.2 understand workplace health, Spec 2.1.9 check CVs, illegal working, CRB checks,

Core 4, Service Improvement (Spec 2.1.1. define future human resource requirements, Spec 2.2.1 assess current competence and improve staff performance, Spec 2.2.5. implement strategies for efficient team working, Spec. 2.2.6. performance indicators.

Core 5, Quality (Spec 2.2.1 assess competencies, Spec 2.2.2. appraisals, learning needs PDPs, Spec 2.2.4. review and evaluate training outcomes, Spec 2.2.5. assist team members with recognised problems affecting their performance, Spec 2.2.6 performance indicators.

Core 6, Equality and Diversity (Spec 2.1.3 job descriptions, person specifications, Spec 2.1.4 assess job applications objectively, Spec 2.1.5 describe fair and objective criteria for the selection of staff, Spec 2.1.7. Data Protection Act, Human Rights Act, Freedom of Information Act, Spec 2.1.9. prevent illegal working, Spec 2.1.10 maintain records in case of queries from unsuccessful applicants, Spec 2.2.5 assist team members with recognised problems affecting their performance, Spec 2.2.7 handle disagreements and reduce conflict.

<b>Unit</b>	<b>Relevant dimension(s) from the NHS KSF &amp; the Level 5 Diploma in Primary Care Management.</b>
503 Managing Processes and Patient Services	<p>Generally</p> <p>The General Dimensions G1, Learning and development, G2 Development and innovation, G3 Procurement and commissioning, G4 Financial Management, G5, Services and project management, G6, People management and G7 Capacity and capability are relevant to this unit.</p> <p>Health and Wellbeing Dimensions are applicable in respect of the services provided by the practice to patients</p> <p>Estates and Facilities Dimension EF2 applies to Outcomes 6 &amp; 7 of unit 503</p>
Outcome 1 Monitor Compliance with Clinical Governance requirements	<p>Core 2, Personal and people development (Spec 1.6. Quality schemes, e.g. IIP, RCGP's QPA award)</p> <p>Core 4, Service Improvement (Spec 1.1 Standards for Better Health, Spec 1.7 national and local targets, QOF)</p>
Outcome 2 Contribute to improvements at work	<p>Core 1 Communication (Spec 2.6 communicate effectively with team members, Spec 2.4 efficient dissemination of information)</p> <p>Core 2 Personal and people development (Spec 2.5 understand the impact of effective work management strategies)</p> <p>Core 4 Service Improvement (Spec 2.1 set achievable standards, Spec 2.3 continually seek more effective modes of operation, Spec 2.8 manage change by applying project management techniques)</p> <p>Core 5 Quality (Spec 2.1 set achievable targets, Spec 2.2 maintain operations to meet quality standard)</p> <p>Core 6, Equality and diversity (Spec 2.7 understand the impact of various aspects of the physical environment on the workplace)</p>
Outcome 3 Provide advice and support for the development and implementation of quality policies	<p>Core 1 Communication (Spec 3.2 construct and argue an effective case for change, Spec 3.4 describe the effects of change)</p> <p>Core 2 Personal and people development (Spec 3.1. encourage and empower team members to make recommendations on quality improvement and efficiency, Spec 3.5 recognise instances and means of motivating others, Spec 3.7 identify strategies for effective change management which supports staff)</p> <p>Core 4 Service Improvement (Spec 3.1, 3.2, above, Spec 3.3 contribute to the evaluation of proposed changes to services and systems, make</p>

	<p>recommendations, Spec 3.4, 3.5 and 3.7 above</p> <p>Core 5 Quality (Spec 3.6 principles of auditing, setting criteria etc)</p>
Outcome 4 Manage service provision	<p>Core 2 Person and people development (Spec 4.1, understand impact on NHS by PEST, SWOT, manage service provision)</p> <p>Core 3 Health safety and security (Spec 4.2. comply with standards for the general maintenance and upkeep of premises)</p> <p>Core 4 Service improvement (Spec 4.1 as above)</p>
Outcome 5 Business planning	<p>Core 1 Communication (Spec 5.1 mission statement)</p> <p>Core 2 Person and people development (Spec 5.2 SMART objectives for PPDP, Spec 5.11 manage short and long term planning of human resource levels)</p> <p>Core 3 Health safety and security (Spec 5.7 identify the requirements which ensure that the working environment is conducive to work activity, Spec 5.12 understand the importance of integrating workplace health within the planning process)</p> <p>Core 4 Service improvement (Spec 5.6 outline factors causing disruption to operations: recommend actions to overcome problems)</p> <p>Core 5 Quality (Spec 5.4 monitor activities against plans, Spec 5.8 create and maintain the conditions necessary for productive work, Spec 5.10 ensure use of resources satisfies current legislation and organisation guidelines)</p> <p>Core 6 Equality and diversity security (Spec 5.7 identify the requirements which ensure that the working environment is conducive to work activity)</p>
Outcome 6 Maintenance of buildings to required standards	<p>Core 3 Health safety and security (covered by Spec items 6.1 - 6.5)</p> <p>Core 6 Equality and diversity (Spec 6.4 audits in accordance with Disability Discrimination Act)</p>
Outcome 7 Health and Safety at work	<p>Core 3 Health safety and security (covered by Spec items 7.1 – 7.8)</p>
<b>Unit</b>	<b>Relevant dimension(s) from the NHS KSF &amp; the Level 5 Diploma in Primary Care Management.</b>
504 Managing Health Care Resources	<p>Generally</p> <p>General Dimensions G3 Procurement and Commissioning, G4 Financial management, G7 Capacity and capability</p>
Outcome 1 Commissioning services in a patient-led NHS	<p>Core 1 Communication (Spec 1.5 patient choice)</p> <p>Core 4 Service Improvement (Spec 1.2 local delivery plans, strategic service delivery plans)</p> <p>Core 6 Equality and diversity (Spec 1.2 above, Spec 1.3 identify health needs of population)</p>
Outcome 2 Allocate and manage the effective use of physical resources	<p>Core 1 Communication (Spec 2.5 communicate expenditure needs)</p> <p>Core 2 Personal and people development (Spec 2.5 enable team members, colleagues and line managers to identify and communicate their needs regarding expenditure)</p> <p>Core 4 Service improvement (Spec 2.1 plan the use of physical resources)</p> <p>Core 5 Quality (Spec 2.8 maintain effective control of financial activities)</p> <p>Core 6 Equality and diversity (Spec 2.7 maintain confidentiality in relation to budgets)</p>
Outcome 3 Ensuring the quality of supplies	<p>Core 3 Health safety and security (Spec 3.2 ongoing regular maintenance agreements)</p> <p>Core 5 Quality (Spec 3.1 select suppliers to ensure value for money, consistency, quality etc)</p>

	Core 6 Equality and diversity (Spec 3.2 procurement at competitive rates)
Outcome 4 Manage practice financial matters	Core 1 Communication (Spec 4.8 understand the need for financial information) Core 2 Personal and people development (Spec 4,7, - 4.9 & 4.13, understanding concepts) Core 3 Health, safety and security (Spec 4.13 understand cost benefits of workplace health to practice finance) Core 5 Quality (Spec 4.6 implement business and financial planning to ensure best use of available (but restricted) finance) Core 6 Equality and diversity (Spec 4.11 identify relevant employment law and the requirements concerning pay including minimum wage and working time directives)
Outcome 5 Basic accounting	Core 1 Communication (Spec 5.2 produce data) Core 4 Service Improvement (Spec 5.4 cost benefit analysis)
Outcome 6 Banking systems	Core 4 Service Improvement & Estates and facilities EF2 (Spec 6.3 loans for purchase of buildings and improvement works)
Outcome 7 Budget control	Core 1 Communication (Spec 7.3 contribute to setting budgets, make recommendations) Core 4 Service improvement (Spec 7.4 monitor performance against budgets, Spec 7.6 identify trends and developments) Core 5 Quality (Spec 7.5 understand the value and implement costing of products and services used by the organisation)

<b>Unit</b>	<b>Relevant dimension(s) from the NHS KSF &amp; the Level 5 Diploma in Primary Care Management.</b>
505 Managing Data and Communications in a Health Care Setting	Generally Information and knowledge Dimensions IK1 – IK3
Outcome 1 Plan and facilitate meetings	Core 1 Communication (Spec 1.1 – 1.10) Core 6 Equality and diversity (Spec. 1.6 deal effectively with disruptive or unacceptable behaviour)
Outcome 2 Collect, interpret and present information	Core 1, Communication (Spec 2.1 – 2.12) Core 2 Personal and people development (Spec 2.7 qualitative & quantitative information essential to fulfilling roles and responsibilities) Core 3 Health, safety and security (Spec 2.4 information relevant to workplace health issues) Core 4 Service improvement (Spec 2.8 SWOT & pestle findings) Core 6 Equality and diversity (Spec 2.6 identify information which may be contradictory, ambiguous or inadequate)
Outcome 3 Communication Skills	Core 1 Communication (Spec 3.1 – 3.8) Core 2 Personal and people development (Spec 3.5 importance of effective communication to motivate staff) Core 3 Health, safety and security (Spec 3.5 importance of effective communication to workplace health) Core 4 Service improvement (Spec 3.9 effective listening, writing and presentation skills (including bids for funding and service provision) Core 6 Equality and diversity( Spec 3.2 confidentiality (Spec 3.8 evaluate barriers to communication, role of individuals
Outcome 4 legal and ethical requirements of	Core 1 Communication (Spec 4.1 – 4.4) Core 6 Equality and diversity (Spec 4.1 Data protection Act, Freedom of Information Act ,



communication	Access to Medical Records Act)
Outcome 5 Filing systems manual and computerised	IK1 Information Processing, (Spec 5.1 – 5.6)

<b>Unit</b>	<b>Relevant dimension(s) from the NHS KSF &amp; the Level 5 Diploma in Primary Care Management.</b>
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506 The Business Project	Module 6 is a work based project of the candidate's own choice. The candidate is required to produce a Terms of Reference for approval by AMSPAR which must reflect the management activities relating to the five Modules in the programme
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Outcome 1 the Business project	This project activity is most fully covered in G2, Development and Innovation, 'innovative approaches' which resolve medical or non-medical issues in the work environment, involving trialling/pilots etc and testing that the system works in a range of contexts. The complexity of the business project places it at level 4 and covers all indicators a - e.
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Depending on the choice of business project, Dimensions G1 and G3 – G8 may be relevant.

Core 1 Communication (Spec 1.1. formulate terms of reference, Spec 1.7 present findings in a business document format)

Core 2 Personal and people development (Spec 1.3 demonstrate skills in researching, etc decision making)

Core 4 Service Improvement (Spec 1.5, make recommendations based on conclusions and evaluate effectiveness of the project plan, Spec 1.6 make recommendations that include priority, responsibility and approximate costings)

Core 5 Quality (Spec 1.8 quantify and qualify the implications and recommendations)

Outcome 2 Oral Presentation	The oral presentation is both a communication skill and part of the assessment for this module. It partially covers Core 1, Communication level 4 'communicates in a form and manner which is consistent with their level of understanding, appropriate to the purpose, appropriate to the complexity of the context 'etc, indicator b.
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Core 1 Communication is covered by Spec 1.1 – 1.5

## 7 Assessment

### 7.1 Summary of assessment requirements

For this qualification, candidates will be required to complete **one** assignment for **each** mandatory unit.

City & Guilds provides the following assessments:

<b>Unit No.</b>	<b>Title</b>	<b>Assessment Method</b>	<b>Where to obtain assessment materials</b>
501	Manage ethics and medico-legal requirements	Assignment 4415-501  The assignment is nationally set and assesses candidates' knowledge and understanding of the subject content and ability to apply that understanding.  It is the demonstration of management knowledge and skills which will determine the grading awarded.	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>
502	Manage staff	Assignment 4415-502  A group assignment of between 5,000 and 5,500 words  The assignment is nationally set and assesses candidates' knowledge and understanding of the subject content and ability to apply that understanding.  It is the demonstration of management knowledge and skills which will determine the grading awarded.	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>
503	Manage resources and patient services	Assignment 4415-503  An assignment of between 2,500 and 3,000 words  The assignment is nationally set and assesses candidates' knowledge and understanding of the subject content and ability to apply that understanding.  It is the demonstration of management knowledge and skills which will determine the grading awarded.	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>

<b>Unit No.</b>	<b>Title</b>	<b>Assessment Method</b>	<b>Where to obtain assessment materials</b>
504	Manage healthcare resources	<p>Assignment 4415-504</p> <p>An assignment of between 2,500 and 3,000 words</p> <p>The assignment is nationally set and assesses candidates' knowledge and understanding of the subject content and ability to apply that understanding.</p> <p>It is the demonstration of management knowledge and skills which will determine the grading awarded.</p>	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>
505	Manage data and communication in a healthcare setting	<p>Assignment 4415-505</p> <p>An assignment of between 2,500 and 3,000 words</p> <p>The assignment is nationally set and assesses candidates' knowledge and understanding of the subject content and ability to apply that understanding.</p> <p>It is the demonstration of management knowledge and skills which will determine the grading awarded.</p>	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>
506	The business project	<p>Between 3,000 and 5,000 words</p> <p>A management report which undertakes a feasibility study of an identified problem.</p> <p>Quantifying and qualifying the resource implications, stating the terms of reference agreed by senior managers/principal partners, and the preparation of appropriate action plans which will achieve desired results..</p> <p>An Oral Presentation of the Business Project - Internal assessment.</p> <p>Each candidate will be required to provide a 20 minute presentation based on their business project, plus a 10 minute question/answer session. This presentation is made to a panel organised by the centre. Marks to be recorded as either pass or refer</p>	<a href="http://www.cityandguilds.com/amspar">www.cityandguilds.com/amspar</a>

## **Time constraints**

All assignments must be completed and assessed within the candidate's period of registration. Centres should advise candidates of any internal timescales for the completion and marking of individual assignments.

## **Business project**

Business Projects will be marked by City & Guilds, all copies of Business Projects should be sent to City & Guilds by one of the submission dates given in the 4415-05 Business Project Guide, available on our website. Projects submitted after scheduled dates will not be marked until the following session under any circumstances

## **Grading and marking**

Assessments will be graded Pass, Merit or Distinction.

Pass = 50% - 64%

Merit = 65% - 74%

Distinction = 75% -100%

Detailed marking and grading criteria are provided in the Marking Criteria section of each assignment

Assignments will be moderated by City & Guilds, all marks for a group of candidates must be submitted to City & Guilds we will then nominate candidates for moderation. The number of nominated candidates will be at least 20% of the group. Copies of assignments should be sent to City & Guilds in time for one of the moderation sessions. Marks or assignments submitted after scheduled dates will not be moderated until the following session under any circumstances

Candidates may submit assignments to tutors twice. If the assignment is submitted a second time, a bare pass (50%) only can be awarded. A second referral will require the candidate to submit an assignment based on a new national assignment. Please see the 4415-05 Assignment Guide for full details, available on our website.

## Overall qualification grading rules

Each assessment result is awarded points. A minimum of a Pass must be obtained in each assessment.

Pass = 1 point

Merit = 2 points

Distinction = 3 points

Add the points together to determine the overall qualification grade, as in example below

	<b>Pass</b>	<b>Merit</b>	<b>Distinction</b>
Assessment 1	1		
Assessment 2		2	
Assessment 3	1		
Assessment 4			3
Assessment 5		2	
Assessment 6 (if claiming the Diploma)		2	
Total	11		

Divide by no of assessments = 1.8  
(11 points divided by 6 assessments)

Overall qualification grade (see chart below) = **Merit**

Overall grade conversion chart:

<b>Average</b>	<b>Grade</b>
1 to 1.5	Pass
1.6 to 2.5	Merit
2.6 to 3	Distinction

### Overall grading units (to claim full qualification certificate)

Level 5 Certificate in Primary Care Management:

Pass – 921

Merit – 922

Distinction – 923

Level 5 Diploma in Primary Care Management:

Pass – 924

Merit – 925

Distinction – 926

Enter the applicable grading unit followed by 'T' on the *Walled Garden* or electronic Form S (result submission).

## **8 Units**

### 8.1 About the units

#### **Availability of units**

The units for this qualification follow.

They may also be obtained from the centre resources section of the City & Guilds website.

#### **Structure of units**

The units in this qualification are written in a standard format and comprise the following:

- title
- unit reference
- rationale
- list of learning outcomes
- statement of guided learning hours
- connections with other qualifications
- assessment details
- learning outcomes in detail

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## Unit 501

# Manage Ethics and Medico-Legal Requirements

### Rationale

This unit is concerned with creating, implementing, maintaining, monitoring and evaluating the necessary systems for the performance of medical, ethical and medico-legal requirements.

At the end of this unit candidates should have the knowledge necessary to implement, maintain, monitor and evaluate the applications of medico-legal requirements and healthcare and Patients Rights within the discharge of the GP contract. This module explores the need and ability to implement, maintain, monitor and evaluate essential systems and procedures for successful performance in medical ethics in health care management. It also addresses medical etiquette and rights and responsibilities of doctors and medico-legal requirements

### Learning outcomes

There are **five** outcomes to this unit that candidates will cover:

- The importance of medical ethics
- Medical etiquette
- Medico legal requirements
- The NHS and GP contract
- Patients' rights

### Guided learning hours

It is recommended that 50 hours should be allocated for this unit. This may be on a full time or part time basis.

### Connections with other qualifications

Please see mapping on page 19.

### Assessment and grading

This unit will be assessed by an assignment of between 2,500 and 3,000 words and will be graded Pass, Merit or Distinction.



## Unit 501                      **Manage Ethics and Medico-Legal Requirements**

Outcome 1                      The importance of medical ethics

### **The candidate will be able to:**

- 1.1 Outline the Origins of Medical Ethics – Hippocrates and the application of Declaration of Geneva (British Interpretation) and subsequent declarations and the International Code of Medical Ethics
- 1.2 Define and describe the statutory nature of the GMC and Local Medical Committees (LMCs)
- 1.3 Understand and ensure compliance with the special requirements of medical ethics within a medical work setting
- 1.4 Define and describe the special responsibilities of doctors concerning professional behaviour
- 1.5 Identify the various areas of the law which specifically affect the workplace health of staff in general practice (This to be deleted as covered in Module 2 Managing Staff)
- 1.6 Describe the restrictions that ethical requirements place upon staff behaviour in respect of:
  - a) Professional Conduct
  - b) Duty of care
  - c) Advertising
  - d) Defamation
  - e) Enticement
  - f) Research
  - g) Other health professionals
  - h) Emergency treatment
  - i) Profit and fees
  - j) Certification
  - k) Preservation of life
  - l) Paternalism/Informed Consent
  - m) Current ethical dilemmas
  - n) Confidentiality and Disclosures (Common-Law Duty of Confidence)
- 1.7 Recognise the need for the manager's vigilance to ensure that staff are aware of their obligations concerning medical ethics
- 1.8 Identify and recommend measures to improve the maintenance of medical ethical requirements

# Unit 501      **Manage Ethics and Medico-Legal Requirements**

## Outcome 2      Medical etiquette

### **The candidate will be able to:**

- 2.1 Understand the areas of working practice concerning medical etiquette
- 2.2 State the functions of the BMA and professional membership of the RCGP
- 2.3 Recognise the need for the manager's vigilance to ensure that staff are aware of their obligations concerning medical etiquette
- 2.4 Recommend, implement and monitor agreed measures to improve the requirements of medical etiquette
- 2.5 Describe/recommend/implement and monitor agreed measures necessary to assist the GP in meeting professional responsibilities
- 2.6 Distinguish between the roles of professional bodies associated with medical personnel
- 2.7 Identify how staff may assist the GP in ensuring professional responsibilities are always met.

# Unit 501                    **Manage Ethics and Medico-Legal Requirements**

## Outcome 3                    Medico legal requirements

### **The candidate will be able to**

- 3.1 Describe the areas of the law which specifically affect work in general practice including:
  - a) Registration and GMC requirements
  - b) Medical insurance and indemnity
  - c) Partnership requirements and liability
- 3.2 Recognise and understand the need for the manager's vigilance to ensure that staff are aware of their obligations concerning legal requirements and 'risk management', negligence and vicarious liability including recognition of the need to seek specialist advice
- 3.3 Describe the requirements of risk management within a primary care workplace
- 3.4 Describe, recommend, implement and monitor agreed measures necessary to improve the observance of legal requirements and 'risk management'
- 3.5 Recognise and apply the requirements of:
  - a) Drugs, prescriptions and product liability
  - b) Termination of pregnancy
  - c) Sexually transmitted disease/communicable disease
  - d) Consent
  - e) Mental health
  - f) Control and security of records and data - manual and computerised, including disclosures - access to medical reports, access to health records, Data Protection Act 1998, Human Rights Act 1998, Caldicott Guardians (HSC/ 1999/012), Freedom of Information Act 2000,
  - g) Health and safety including requirements covering clinical areas
  - h) Public liability
- 3.6 Understand that clinical governance is the process by which healthcare organisations enable quality assurance of their services and promote quality improvement and enhanced patient safety.

## Unit 501

## Manage Ethics and Medico-Legal Requirements

### Outcome 4

### The NHS and GP contract

#### **The candidate will be able to**

- 4.1 Summarise the evolution of the NHS and welfare state
- 4.2 Recognise the requirements of the GP contract and Terms and Conditions of Service applicable to GMS, PMS and APMS
- 4.3 Recognise the role of PCTs and Strategic Health Authorities
- 4.4 State likely changes to the funding of general practice (social, medical and operational)
- 4.5 Be aware of the health resources issues which affect primary care and the current implications of changes in these regarding service provision
- 4.6 Distinguish between the mandatory and voluntary requirements of the current contracting arrangements of the GP contracts and how this affects income streams.

## **Unit 501**

## **Manage Ethics and Medico-Legal Requirements**

### Outcome 5

### Patients' rights

#### **The candidate will be able to**

- 5.1 Describe the rights and responsibilities of patients within the NHS
- 5.2 Define, recommend, implement and monitor agreed measures to improve observance of patients' rights including obtaining consent.

### Rationale

This unit is concerned with the recruitment and selection of personnel, developing teams, individuals and self to enhance performance, planning, allocating and evaluating work carried out by teams, individuals and self to create, maintain and enhance effective working relationships within working practice

Candidates will gain the knowledge and understanding to develop teams, individuals and self in order to enhance performance; to plan, allocate and evaluate work carried out by teams, individuals and self. This module also provides the knowledge and understanding to enable candidates to manage the recruitment and selection of personnel, to develop teams, individuals and self in order to enhance performance and to create, maintain and enhance effective working relationships within Primary Care

### Learning outcomes

There are **two** outcomes to this unit that candidates will cover:

- Manage the performance of teams and individuals
- Select and manage personnel functions
  - Recruitment, selection and employment of personnel
  - Manage self and others to enhance performance
  - Employment legislation

### Guided learning hours

It is recommended that 40 hours should be allocated for this unit. This may be on a full time or part time basis.

### Connections with other qualifications

Please see mapping on page 19.

### Assessment and grading

This unit will be assessed by a group assignment of between 5,000 and 5,500 words.

## Unit 502

## Managing Staff

### Outcome 1

### Manage the performance of teams and individuals

#### **The candidate will be able to:**

- 1.1 Define/describe group dynamics
- 1.2 Describe leadership styles including role of leadership and the responsibility of management
- 1.3 Identify the levels of competency performed in relation to Annex C: Competency framework for practice management
- 1.4 Describe and manage individual roles within a group and the interaction between members (e.g. Primary Health Care Team (PHCT) Primary Care Trusts (PCT), Trusts and other healthcare organisations)
- 1.5 Build and manage the team (PHCT) Primary Care Trusts, Trusts and other healthcare organisations)
- 1.6 Understand the organisational approach to workplace health and identify and implement organisational support systems
- 1.7 Set and review objectives with teams and individuals
- 1.8 Plan activities, allocate work and determine work methods to meet quality standards
- 1.9 Evaluate performance and provide feedback to teams and individuals
- 1.10 Implement time management with consideration to stress management and work life balance
- 1.11 Determine management structures, lines of accountability and control, demonstrate by use of a flow chart the line accountability within an organisation
- 1.12 Lead team decision making
- 1.13 Define and describe planning techniques and goal setting both short and long term
- 1.14 Plan the application of time management to managerial and organisational effectiveness
- 1.15 Define and describe delegation planning
- 1.16 Describe and apply problem assessment and models of decision and problem solving
- 1.17 Define and describe behavioural styles and personality theories
- 1.18 Define and describe motivation, causes of satisfaction, dissatisfaction and poor performance. Understand the need for performance reviews. Understand and apply theoretical models in the workplace.

## Unit 502

## Managing Staff

### Outcome 2

### Select and manage personnel functions

#### The candidate will be able to:

- 2.1 Take responsibility for the recruitment, selection and employment of personnel
  - a. Define future human resource requirements and demonstrate an understanding of the implications of Agenda for Change in primary care
  - b. Understand legal issues in the recruitment and retention of staff
  - c. Prepare and describe the use of job descriptions and person profiles/ specifications
  - d. Assess job applications objectively
  - e. Describe fair and objective criteria for the selection of staff
  - f. Present and justify selection decisions
  - g. Maintain confidentiality during the selection process, consider the implications of the Data Protection Act 1998, Human Rights Act 1998 and Freedom of Information Act 2000
  - h. Evaluate and recommend improvements in selection process.
  - i. Check validity of information contained in CVs or application forms e.g. qualifications, employment history, referees, references. Comply with the law on preventing illegal working. Carry out checks with the CRB, where applicable to the post advertised
  - j. Maintain records of the recruitment process for future reference in case of queries from unsuccessful applicants
  - k. Develop formal and informal interviewing skills
  - l. Prepare induction plan in line with practice procedures and the legal requirements of health and safety, confidentiality, etc.
- 2.2 Manage self and others to enhance performance
  - a. Identify and assess current competence of practice staff and apply measures to improve staff performance (staff appraisal, support, motivation) and recognise the current and likely future requirements. Define and describe motivation theory
  - b. Carry out appraisals and identify learning needs. Develop action plans within Personal Development Plans for individuals and Practice Development Plans for the organisation
  - c. Plan and carry out the training of self and others. Implement training techniques suitable for in-house training including mentoring and counselling.
  - d. Review and evaluate training outcomes against set objectives
  - e. Address the principle skills required for effective managerial performance and team work. Implement strategies for efficient team working. Assist team members with recognised problems affecting their performance including stress management.
  - f. Describe performance indicators (quantity and quality)
  - g. Handle disagreements in a constructive manner and recommend improvements in the way the organisation tries to reduce conflict
  - h. Describe factors that influence individual behaviour
- 2.3 Employment legislation
  - a. Define and describe legislation affecting recruitment and employment; prevention of illegal working, equal opportunities, sex/racial/disability discrimination and fair selection policies; include whistle blowing and human rights relating to GPs as a partnership/sole proprietor
  - b. Define and describe employment law requirements including content and issue of written statement of terms and conditions, contract, grievance, dispute resolution and disciplinary procedures



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### **Rationale**

At the end of the module candidates should appreciate the processes involved in patient services and enable candidates to maintain and improve activities and contribute to changes in services, patient care and systems within primary care.

### **Learning outcomes**

There are **seven** outcomes to this unit that candidates will cover:

- Monitor compliance with clinical governance requirements
- Contribute to improvements at work
- Provide advice and support for the development and implementation of quality policies
- Manage service provision
- Business planning
- The maintenance of buildings to required standards set by the Primary Care Organisations (PCOs)
- Health and safety at work

### **Guided learning hours**

It is recommended that 55 hours should be allocated for this unit. This may be on a full time or part time basis.

### **Connections with other qualifications**

Please see mapping on page 19.

### **Assessment and grading**

This unit will be assessed by:

An assignment of between 2,500 and 3,000 words.

## **Unit 503**

### Outcome 1

## **Managing processes and patient services**

### Monitor compliance with clinical governance requirements

The candidate will be able to:

- 1.1 Understand the Duty of Quality in the context of the Health and Social Care (Community Health and Standards) Act 2003 and the role of the Healthcare Commission. Recognise PCTS' mandatory declaration of compliance with Standards for Better Health contained in National Standards, Local Action (DOH, 2004)
- 1.2 Recognise the legal requirements of partnership law and liability
- 1.3 Recognise the contractual requirements of both the new GMS contract and PMS contracts for GP practices to have systems in place for clinical governance
- 1.4 Describe the contents of the GP contract and its effect on the organisation e.g. staffing, target figures, influence of local PCO's /PCT, GMS/PMS) requirements
- 1.5 Describe working in partnership with other agencies, e.g. social services, voluntary organisations and the independent sector
- 1.6 Be aware of quality schemes such as Investors in People Award, RCGP's Quality Practice Award and the Scottish Quality Awards and their application in primary care.
- 1.7 Describe national priorities, local and national targets, including those in the Quality and Outcomes Framework.

## Unit 503

### Outcome 2

## Managing processes and patient services

### Contribute to improvement at work

The candidate will be able to

- 2.1 Set achievable standards of service and maintain them by regular monitoring
- 2.2 Maintain operations to meet quality standards and ensure the records which need to be kept meet the needs of the organisation and legislative requirements
- 2.3 Continually seek more effective modes of operation. Seek ideas and suggestions from within the organisation as well as study externally devised methods of working. Apply SWOT analysis or recognised alternative, such as PDSA cycles used on the National Primary Care Collaborative Programmes
- 2.4 Define and describe the need for and means of efficient dissemination of information within the organisation and to patients
- 2.5 Understand the impact of effective work management strategies on workplace health
- 2.6 Communicate effectively with team members, colleagues, line managers, partners and people outside the organisation and define and describe the importance of progress reporting to employers
- 2.7 Understand the impact of various aspects of the physical environment on the workplace health of staff
- 2.8 Manage change by applying project management techniques.

## **Unit 503**

### Outcome 3

## **Managing processes and patient services**

Provide advice and support for the development and implementation of quality policies

The candidate will be able to:

- 3.1 encourage and empower team members to make recommendations on quality improvement and efficiency
- 3.2 construct and argue an effective case for change, verbally and in writing
- 3.3 contribute to the evaluation of proposed changes to services and systems; make recommendations to employers
- 3.4 describe the effects of change and how it can be effectively and sensitively managed
- 3.5 recognise instances and means of motivating others to commit themselves to change. implement and evaluate changes to services and systems
- 3.6 describe and apply the principles of auditing in a medical sense i.e. setting criteria and standards of patient care with the aim of improving current practice
- 3.7 identify strategies for effective change management which supports staff.

## **Unit 503**

### Outcome 4

## **Managing processes and patient services**

### Manage service provision

The candidate will be able to

- 4.1 understand the impact of the political, economic, social, technological, legal and environmental (PESTLE) aspects on primary care including access to services under the NHS 10 Year Plan
- 4.2 understand the ability to manage service provision by the use of SWOT analysis on the organisation
- 4.3 understand and comply with the standards set for the general upkeep and maintenance of premises.

The candidate will be able to:

- 5.1 understand the need for a mission statement, which is a formal declaration of what an organisation is about, and aims and objectives, which flow from the mission statement, which is the foundation stone for developing the future vision of the practice
- 5.2 set realistic, measurable objectives (SMART) with regard to PPDP
- 5.3 organise procedures to enable smooth delivery of patient care
- 5.4 monitor activities against plans
- 5.5 describe the methods of problem solving
- 5.6 outline factors causing disruption to operations; recommend actions to overcome problems and monitor effectiveness
- 5.7 identify the requirements which ensure that the working environment is conducive to work activity
- 5.8 create and maintain the conditions necessary for productive work
- 5.9 manage and oversee the supply of resources necessary to meet requirements
- 5.10 ensure use of resources satisfies current legislation and organisation guidelines
- 5.11 manage short and long term planning of human resource levels necessary to an efficient and effective administration, including cost benefits and cost to the organisation
- 5.12 understand the importance of integrating workplace health within the planning process.

## **Unit 503**

### **Outcome 6**

## **Managing processes and patient services**

The maintenance of buildings to required standards set by the Primary Care Organisations (PCOs)

The candidate will be able to:

- 6.1 describe the procurement of an appropriate building, identify the owner-occupied borrowing costs scheme and notional rent, local PCO grants (PFI and LIFT opportunities) and their monitoring of the standards of premises
- 6.2 describe the security of premises against fire and theft
- 6.3 identify the legal requirements of fire prevention methods, ensuring a safe environment for all users of the premises
- 6.4 understand the need for fire marshals and the safe evacuation of occupants from the building in the event of a fire
- 6.5 carry out audits in accordance with the Disability Discrimination Act 2005 generally and for those with impaired visibility, hard of hearing or wheelchair bound in particular
- 6.6 state and understand basic legislation e.g. the Health and Safety at Work Act, COSHH regulations, and/or new legislation applicable to the organisation's operations.



The candidate will be able to

- 7.1 ensure policy and procedures comply with legislative requirements
- 7.2 understand accident prevention
  - a. carry out risk assessment
  - b. ensure investigation and accurate reporting of accidents (including RIDDOR)
  - c. organise appropriate training in first aid, health and safety, fire and accident prevention methods
- 7.3 identify appropriate use of occupational health and safety services
- 7.4 identify the requirements of security of the building and contents
- 7.5 identify pollution and implement disposal of waste
- 7.6 state and understand basic legislation relating to disposal of waste regulations
- 7.7 state and understand the need for responsible ways of conserving energy
- 7.8 provide advice and support for the development of energy efficient practices; promote energy efficiency.

### **Rationale**

At the end of the module candidates should have the knowledge and understanding to be able to recommend, monitor and control the use of resources within a Primary Care environment. They should be able to apply this knowledge to the operational requirements in managing practice finance. Candidates will be able to contribute to managing the practice effectively through monitoring and controlling financial resources and influencing financial decision making in order to deliver high quality health care.

### **Learning outcomes**

There are **seven** outcomes to this unit that candidate will cover:

- Commission services in a patient-led NHS
- Allocate and manage the effective use of physical resources
- Ensure the quality of supplies
- Manage practice financial matters
- Use basic accounting
- Banking systems
- Budget control

### **Guided learning hours**

It is recommended that 50 hours should be allocated for this unit. This may be on a full time or part time basis.

### **Connections with other qualifications**

Please see mapping on page 19.

### **Assessment and grading**

This unit will be assessed by:

An assignment of between 2,500 and 3,000 words.

## Unit 504

### Outcome 1

## Managing Healthcare Resources

### Commissioning services in a patient-led NHS

**The candidate will be able to:**

- 1.1 understand the government's plans for the modernisation of the health service set out in the NHS improvement plan 2004 national standards, local action 2004 and commissioning a patient-led NHS 2005
- 1.2 explain the need for local delivery plans and strategic service delivery plans
- 1.3 know how PCO/PCTs identify the health needs of their population
- 1.4 understand the concepts of practice-based commissioning and indicative budgets and payment by results
- 1.5 explain the choose and book system which offers patients a choice of hospital and date and time of their appointments.

## Unit 504

### Outcome 2

## Managing Healthcare Resources

Allocate and manage the effective use of physical resources

#### **The candidate will be able to:**

- 2.1 plan the use of physical resources
- 2.2 manage and oversee the procurement of supplies both clinical and domestic; contracting for supply of goods
- 2.3 operate stock control methods including cost control, maintaining optimum levels
- 2.4 identify the implications of product liability carried by the medical profession when treating patients thus ensuring the quality of supplies e.g. equipment and treatment in the minor ops clinic
- 2.5 enable team members, colleagues and line managers to identify and communicate their needs regarding expenditure
- 2.6 recognise the importance of and keep accurate records of past expenditure
- 2.7 maintain confidentiality in relation to budgets
- 2.8 maintain effective control of financial activities.

## **Unit 504**

### Outcome 3

## **Managing Healthcare Resources**

### Ensuring the quality of supplies

**The candidate will be able to:**

- 3.1 select suppliers to ensure value for money, consistency, quality and continuity of supply within organisational and legal requirements
- 3.2 manage and oversee the procurement of appropriate equipment at competitive rates with ongoing regular maintenance agreements.

## Unit 504

## Managing Healthcare Resources

### Outcome 4

### Manage practice financial matters

#### **The candidate will be able to:**

- 4.1 identify the income streams from the new GMS and PMS contracts and how to maximise them
- 4.2 identify how owner-occupied building costs, notional rents, reimbursements and budgets are operated
- 4.3 identify the limitations regarding finance placed on GPs via their contract e.g. limits on privately earned income
- 4.4 identify the structures of the new GMS contract and PMS contracts
- 4.5 identify and manage the accounting and recording procedures required by the PCO
- 4.6 implement business and financial planning to ensure best use of available (but restricted) finance
- 4.7 understand partnership accounts and parity
- 4.8 understand the need for financial information in order to make appropriate decisions
- 4.9 understand the principle of operating Pay As You Earn (PAYE) system
- 4.10 identify the requirements of the Inspector of Taxes
- 4.11 identify relevant employment law and the requirements concerning pay including minimum wage and working time directives
- 4.12 investigate different methods of operation of salary systems e.g. manual ledgers, computerised systems, outside agencies
- 4.13 understand the cost benefits of workplace health to practice finance.

## Unit 504

### Outcome 5

## Managing Healthcare Resources

### Basic accounting

**The candidate will be able to:**

- 5.1 understand the principles of and application of computerised systems of book-keeping, accounting e.g. spreadsheets
- 5.2 produce data for income and expenditure accounts, balance sheets, profit and loss accounts, cash flow forecasts
- 5.3 identify the basic elements of book-keeping income and expenditure, petty cash
- 5.4 demonstrate the principles of cost benefit analysis.

## Unit 504

### Outcome 6

## Managing Healthcare Resources

### Banking systems

**The candidate will be able to:**

- 6.1 identify the variety of banking systems, understand bank statements and reconciliation
- 6.2 understand the application of direct debit, standing orders, credit transfer and BACS
- 6.3 describe ways of obtaining finance e.g. loans for the purchase of buildings and improvement works equipment including PFI and LIFT.



**The candidate will be able to:**

- 7.1 understand and identify the nature and purpose of budgets and the advantages of budgetary control
- 7.2 identify areas of budget performance
- 7.3 contribute to setting budgets using relevant information and making recommendations for expenditure; implement procedures for authorising expenditure
- 7.4 monitor performance against budgets; monitor use of resources
- 7.5 understand the value of and implement the costing of products and services used by the organisation
- 7.6 identify trends and developments, recommend and implement measures to control and/or reduce costs and monitor the system.

## Unit 505

# Managing Data Communication in a Healthcare Setting

### Rationale

At the end of the unit candidates should be able to seek, evaluate and organise information for action, exchange information, solve problems and make decisions within a general practice.

### Learning outcomes

There are **five** outcomes to this unit that the candidate will cover:

- Plan and facilitate meetings
- Collect, interpret and present information
- Communication skills
- Legal and ethical requirements of communications
- Filing systems, manual and computerised

### Guided learning hours

It is recommended that 35 hours should be allocated for this unit. This may be on a full time or part time basis.

### Connections with other qualifications

Please see mapping on page 19.

### Assessment and grading

This unit will be assessed by:

An assignment of between 2,500 and 3,000 words.

## Unit 505

# Managing Data Communication in a Healthcare Setting

### Outcome 1

### Plan and facilitate meetings

**The candidate will be able to:**

- 1.1 plan, arrange, prepare for and chair formal and informal meetings e.g. practice meetings (including agenda and minutes)
- 1.2 present evidence from meetings
- 1.3 present clear arguments, manage discussions and negotiate using relevant information and problem solving techniques
- 1.4 make contributions at meetings
- 1.5 select information relevant to the decisions needed to be made
- 1.6 deal effectively with disruptive or unacceptable behaviour
- 1.7 prepare action plans
- 1.8 identify collection of relevant information
- 1.9 apply negotiating techniques
- 1.10 analyse suggestions and options.

## Unit 505

## Managing Data Communication in a Healthcare Setting

### Outcome 2

Collect, interpret and present information

#### **The candidate will be able to:**

- 2.1 produce and interpret simple statistical data
- 2.2 identify and select appropriate sources of data and information; extract information relevant to requirements (manual and computer based sources including internet)
- 2.3 select information for a variety of purposes e.g. annual reports
- 2.4 assess information relevant to workplace health issues and disseminate this effectively to staff
- 2.5 judge the accuracy, relevance and sufficiency of information required to support decision making in different contexts
- 2.6 identify information which may be contradictory, ambiguous or inadequate and address these issues
- 2.7 identify types of qualitative and quantitative information which are essential to fulfilling roles and responsibilities
- 2.8 utilise SWOT and PESTLE findings
- 2.9 design information forms (templates) to satisfy specific purposes
- 2.10 prepare pie chart, Gantt charts and graphs to illustrate data
- 2.11 understand management of change and the need for information for decision making purposes
- 2.12 prepare management reports.

## Unit 505

## Managing Data Communication in a Healthcare Setting

### Outcome 3

### Communication skills

#### **The candidate will be able to:**

- 3.1 maintain legal and ethical requirements in communications
- 3.2 understand and implement structures and practices to ensure staff and management confidentiality
- 3.3 state the appropriate media for use in internal and external communications
- 3.4 recognise the application of verbal and non verbal communication and their respective benefits
- 3.5 understand the importance of effective communication to workplace health and staff motivation
- 3.6 demonstrate and encourage effective communication skills between all levels of staff
- 3.7 communicate orally and in writing in a manner which is acceptable to the receiver and which is orthodox and structured
- 3.8 evaluate
  - a. barriers to communication
  - b. roles of individuals
  - c. business plans/schedules
  - d. information cycles
- 3.9 demonstrate effective listening, writing and presentation skills (include bids for funding and service provision).

## Unit 505

## Managing Data Communication in a Healthcare Setting

### Outcome 4

Legal and ethical requirements of communication

#### **The candidate will be able to:**

- 4.1 state the basic requirements of
  - a. the Data Protection Act 1998
  - b. confidentiality and the implications of the Caldicott Report
  - c. the Freedom of Information Act 2000
  - d. the Access to Health Records Act 1990
  - e. the Access to Medical Reports Act 1988
- 4.2 use it applications appropriate to website design and maintenance, GP 'links', EPR, intranet, NHSnet, databases, spreadsheets, e-mail, facsimile, audit, input and extract information
- 4.3 understand the plans for expansion of it applications within the NHS, as described in the NHS plan
- 4.4 identify advantages and disadvantages in respect of storage and retrieval of information and the common problems of recording and retrieval systems.

## Unit 505

## Managing Data Communication in a Healthcare Setting

### Outcome 5

Filing systems, manual and computerised

#### **The candidate will be able to:**

- 5.1 collate and simplify information prior to storage. Manage summarisation of patients' records
- 5.2 set up appropriate filing systems
- 5.3 monitor, input and extract computer information including the use of databases and spreadsheets
- 5.4 understand the physical and legal implications of different storage systems and the considerations for health and safety of staff
- 5.5 apply methods of gathering and checking the validity of information to be filed
- 5.6 establish protocols for managing paper documentation that has been scanned into patients' computerised medical records.

### **Rationale**

At the end of the unit candidates should be able to undertake a feasibility study of identified problems which could be resolved by project management, identify resources required within a defined timeframe, state the terms of reference for the above approved by senior managers / senior partners and prepare appropriate action plans to achieve desired outcomes.

### **Learning outcomes**

There are **two** outcomes to this unit that the candidate will cover:

- The business project
- Oral presentation

### **Guided learning hours**

It is recommended that 10 hours should be allocated for this unit. This may be on a full time or part time basis.

### **Connections with other qualifications**

Please see mapping on page 19.

### **Assessment and grading**

This unit will be assessed by:

A management report between 3,000 and 5,000 words, and an oral presentation.



**The candidate will:**

- 1.1 formulate Terms of Reference for approval by City & Guilds which include the methodologies you propose to use to achieve your aims and objectives.
- 1.2 conduct a logical investigation in a disciplined manner in accordance with terms of reference (TOR) within an agreed timescale
- 1.3 demonstrate skills in researching, observing, recording, collating, analysing, interpreting, comparing and in decision making relative to possible options and cost benefit considerations
- 1.4 demonstrate clear understanding and application of management principles embracing managing in a medico-legal context, managing staff, managing processes and patient services, managing healthcare resources and managing data and communication in a healthcare setting
- 1.5 make recommendations for implementation based on conclusions and evaluate the effectiveness of the project plan
- 1.6 make recommendations that include priority, responsibility and approximate costings
- 1.7 present findings in a business document format
- 1.8 quantify and qualify the implications and benefits of the recommendations.

**The candidate will:**

- 2.1 Give a 20 minute oral presentation to fellow students and an assembled Assessment Panel with a 10 minute question/answer session
- 2.2 Present information on the Business Project that is clearly related to title and objectives. Show logical progression, describe actions, state findings and present recommendations
- 2.3 Use audio/and or visual aids to support presentation
- 2.4 Demonstrate verbal clarity. Use terminology appropriate to the audience
- 2.5 Demonstrate appropriate body language.

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## Appendix 1      Accreditation, national frameworks and qualification level descriptors

Please visit the following websites to find information on accreditation, national frameworks and qualification level descriptors in each country.

<b>Nation</b>	<b>Who to contact</b>	<b>Website</b>
<b>England</b>	The Qualifications and Curriculum Authority	<a href="http://www.qca.org.uk">www.qca.org.uk</a>
<b>Scotland</b>	The Scottish Qualifications Authority	<a href="http://www.sqa.org.uk">www.sqa.org.uk</a>
<b>Wales</b>	The Department for Education, Lifelong Learning and Skills Wales (DELLS)	<a href="http://www.wales.gov.uk">www.wales.gov.uk</a>
<b>Northern Ireland</b>	The Council for Curriculum, Examinations and Assessment	<a href="http://www.ccea.org.uk">www.ccea.org.uk</a>

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## Appendix 2      Obtaining centre and qualification approval

Only approved organisations can offer City & Guilds qualifications. Organisations approved by City & Guilds are referred to as **centres**.

Centres must meet a set of quality criteria including:

- provision of adequate physical and human resources
- clear management information systems
- effective assessment and quality assurance procedures including candidate support and reliable recording systems.

An organisation that has not previously offered City & Guilds qualifications must apply for approval to become a centre. This is known as the **centre approval process (CAP)**. Centres also need approval to offer a specific qualification. This is known as the **qualification approval process (QAP)**, (previously known as scheme approval). In order to offer this qualification, organisations which are not already City & Guilds centres must apply for centre and qualification approval at the same time. Existing City & Guilds centres will only need to apply for qualification approval for the particular qualification.

Full details of the procedures and forms for applying for centre and qualification approval are given in *Providing City & Guilds qualifications - a guide to centre and qualification approval*, which is also available on the City & Guilds centre toolkit, or downloadable from the City & Guilds website.

Regional / national offices will support new centres and appoint a Quality Systems Consultant to guide the centre through the approval process. They will also provide details of the fees applicable for approvals.

Assessments must not be undertaken until qualification approval has been obtained.

City & Guilds reserves the right to withdraw qualification or centre approval for reasons of debt, malpractice or non-compliance with City & Guilds' policies, regulations, requirements, procedures and guidelines, or for any reason that may be detrimental to the maintenance of authentic, reliable and valid qualifications or that may prejudice the name of City & Guilds. Further details of the reasons for suspension and withdrawal of approval, procedures and timescales, are contained in *Providing City & Guilds qualifications*.

### **Approval for global online assessment (GOLA)**

In addition to obtaining centre and qualification approval, centres are also required to set up a GOLA profile in order to offer online examinations to candidates. Setting up a GOLA profile is a simple process that need only be completed once by the centre.

Details of how to set up the profile and GOLA technical requirements are available on the City & Guilds website ([www.cityandguilds.com/e-assessment](http://www.cityandguilds.com/e-assessment)). The GOLA section of the website also has details of the GOLA helpline for technical queries and downloads for centres and candidates about GOLA examinations.

Centres should also refer to *Providing City & Guilds qualifications - a guide to centre and qualification approval* for further information on GOLA.

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## Appendix 3 Summary of City & Guilds assessment policies

### Health and safety

The requirement to follow safe working practices is an integral part of all City & Guilds qualifications and assessments, and it is the responsibility of centres to ensure that all relevant health and safety requirements are in place before candidates start practical assessments.

Should a candidate fail to follow health and safety practice and procedures during an assessment, the assessment must be stopped. The candidate should be informed that they have not reached the standard required to successfully pass the assessment and told the reason why. Candidates may retake the assessment at a later date, at the discretion of the centre. In case of any doubt, guidance should be sought from the external verifier.

### Equal opportunities

It is a requirement of centre approval that centres have an equal opportunities policy (see *Providing City & Guilds qualifications*).

The regulatory authorities require City & Guilds to monitor centres to ensure that equal opportunity policies are being followed.

The City & Guilds equal opportunities policy is set out on the City & Guilds website, in *Providing City & Guilds qualifications*, in the *Online Catalogue*, and is also available from the City & Guilds Customer Relations department.

### Access to assessment

Qualifications on the National Qualifications Framework are open to all, irrespective of gender, race, creed, age or special needs. The centre co-ordinator should ensure that no candidate is subject to unfair discrimination on any ground in relation to access to assessment and the fairness of the assessment.

City & Guilds' *Access to assessment and qualifications guidance and regulations* document is available on the City & Guilds website. It provides full details of the arrangements that may be made to facilitate access to assessments and qualifications for candidates who are eligible for adjustments in assessment.

Access arrangements are pre-assessment adjustments primarily based on history of need and provision, for instance the provision of a reader for a visually impaired candidate.

Special consideration refers to post-examination adjustments to reflect temporary illness, injury or indisposition at the time of the assessment.

### Appeals

Centres must have their own, auditable, appeals procedure that must be explained to candidates during their induction. Appeals must be fully documented by the quality assurance co-ordinator and made available to the external verifier and/or City & Guilds.

Further information on appeals is given in *Providing City & Guilds qualifications*. There is also information on appeals for centres and candidates on the City & Guilds website or available from the Customer Relations department.



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## Appendix 4 Funding

City & Guilds does not provide details on funding as this may vary between regions.

Centres should contact the appropriate funding body to check eligibility for funding and any regional/national arrangements which may apply to the centre or candidates.

For funding regulatory purposes, candidates should not be entered for a qualification of the same type, level and content as that of a qualification they already hold.

Please see the table below for where to find out more about the funding arrangements.

Nation	Who to contact	For higher level qualifications
<b>England</b>	<p>The Learning and Skills Council (LSC) is responsible for funding and planning education and training for over 16-year-olds. Each year the LSC publishes guidance on funding methodology and rates. There is separate guidance for further education and work-based learning.</p> <p>Further information on funding is available on the Learning and Skills Council website at <b>www.lsc.gov.uk</b> and, for funding for a specific qualification, on the Learning Aims Database <b>http://providers.lsc.gov.uk/lad</b>.</p>	<p>Contact the Higher Education Funding Council for England at <b>www.hefce.ac.uk</b>.</p>
<b>Scotland</b>	<p>Colleges should contact the Scottish Further Education Funding Council, at <b>www.sfc.co.uk</b>.</p> <p>Training providers should contact Scottish Enterprise at <b>www.scottish-enterprise.com</b> or one of the Local Enterprise Companies.</p>	<p>Contact the Scottish Higher Education Funding Council at <b>www.shefc.ac.uk</b>.</p>
<b>Wales</b>	<p>Centres should contact the Welsh Assembly Government <b>www.learning.wales.gov.uk</b></p> <p>0845 010 3300 – bilingual greeting, or 0845 010 4400 – Welsh language greeting</p>	<p>Centres should contact the Welsh Assembly Government <b>www.learning.wales.gov.uk</b></p> <p>0845 010 3300 – bilingual greeting, or 0845 010 4400 – Welsh language greeting</p>
<b>Northern Ireland</b>	<p>Please contact the Department for Employment and Learning at <b>www.delni.gov.uk</b>.</p>	<p>Please contact the Department for Employment and Learning at <b>www.delni.gov.uk</b>.</p>

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