

Ability to operate within and across organisations

Effective delivery of competences relating to work with and within organisations depends on their integration with competences relating to confidentiality and consent.

Similar principles apply when working with individuals from both within an organisation and from other organisations.

Knowledge of the responsibilities of practitioners, their service and other services

An ability for practitioners to draw on knowledge of the specific areas for which they and members of their own service are responsible

An ability to draw on knowledge of the roles, responsibilities, culture and practice of practitioners from other agencies

An ability to draw on knowledge of the range of agencies who are working with service users and their families and carers, including community services

An ability to draw on knowledge of local pathways of care, and the inclusion and exclusion criteria that are applicable

Knowledge of the rationale for working across organisations

An ability to draw on knowledge that the principal reason for working across organisations is when there are indications that working in this way will benefit the person

an ability to determine when work across agencies is an appropriate response to the needs of a person

An ability to draw on knowledge of the importance of collaborating with:

agencies who are already involved with the care of a person and (where relevant) their family or carers

agencies whose involvement is important to the welfare and wellbeing of a person and (where relevant) their family or carers

An ability to draw on knowledge of the importance of communicating with colleagues from other agencies at an early stage, before problems have escalated

Knowledge of local policies and relevant legislation

An ability to draw on knowledge of local policies on confidentiality and information sharing both within the team and between different agencies

In relation to work that involves children or young people, an ability to draw on knowledge of national and local child protection standards, policies and procedures

An ability to draw on knowledge of national and local policies and procedures regarding the assessment and management of risk

An ability to draw on knowledge of local procedures when a person does not attend appointments, and where this has implications for planning care across agencies

Knowledge of interagency procedures

An ability to draw on knowledge of procedures for raising concerns when a person is at risk of harm, including procedures for:
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making a referral to other agencies

sharing concerns with other agencies

An ability to draw on knowledge of any common recording procedures across agencies (e.g. shared IT systems/databases)

Information sharing within and across services

An ability to judge on a case-by-case basis the benefits and risks of sharing information against the benefits and risks of not sharing information

An ability to discuss issues of consent and confidentiality with a person*:

in relation to sharing information across agencies
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to secure and record their consent to share information

An ability to draw on knowledge of when it is appropriate to share information without a person's consent

An ability to collate and record relevant information gathered from other agencies
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An ability to evaluate information received from other agencies, including:

distinguishing observation from opinion

identifying any significant gaps in information

An ability to share relevant information with the appropriate agencies (based on the principle of a 'need to know')

an ability to assess when sharing of information is not necessary and when requests for sharing information should be refused

An ability to ensure that information sharing is necessary, proportionate, relevant, accurate, timely and secure
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An ability to record what has been shared, with whom and for what purpose

An ability to seek advice when in doubt about sharing information

*Detailed consideration of consent and confidentiality can be found in the relevant section of the competence framework.

Communication with other agencies

An ability to ensure effective communication with practitioners in other agencies by:

listening to their perspectives and concerns
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ensuring one's own perspective and concerns are listened to

explicitly acknowledging areas where there are common perspectives and concerns and where there are differences

identifying and acting on any implications of differences in perspective or concern for the delivery of an effective course of action

An ability to provide timely written and verbal communication:
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an ability to hold in mind the fact that professional terms, abbreviations and acronyms may not be understood or interpreted in the same way by workers from different agencies

An ability to identify potential barriers to effective communication and, where possible, to develop strategies to overcome these

Coordinating work with other agencies

An ability to contribute to interagency meetings at which work across agencies is planned and coordinated
An ability to agree aims, objectives and timeframes for each agency's assessment and/or intervention
An ability to explain to workers in other agencies:
the model being applied
any assumptions that are made by the model and that may not be obvious to, or shared with, workers in other agencies
An ability to regularly review the outcomes for a person in relation to the specified objectives

Recognising challenges to interagency working

An ability to recognise when effective interagency working is compromised and to identify the reasons for this, for example:
institutional/systemic factors (such as power differentials or struggles for dominance of one agency over another)
conflicts of interest
lack of trust between practitioners (especially where this reflects the 'legacy' of previous contacts)
lack of clarity about who takes responsibility in each agency
An ability to recognise when another agency has failed to respond appropriately to a request, referral or concern and to address this directly
An ability to recognise when an individual is at risk of working beyond the boundaries of their professional reach