

Code of Conduct, Competencies & CPD

NHS Wales has adopted the Institute of Healthcare Management's (IHM) Management Code. It will be mandatory. Many of its key components will be addressed through implementation of a corporate CPD Framework for NHS managers in Wales, *Pathways to Performance*. This has been developed by the Centre for Health Leadership Wales (CHLW), in conjunction with the IHM and the NHS in Wales.

The IHM Management Code is based on managers demonstrating that they are keeping themselves up to date. There are three main strands:

- 1. Standards of Behaviour**
- 2. Commitment to Continuing Learning**
- 3. Managerial Competence**

1 Standards of Behaviour	
<ul style="list-style-type: none">IntegrityHonesty and OpennessProbityAccountabilityRespectThe environment	<p>Features</p> <ul style="list-style-type: none">trust and confidence of others; no promotion of own interests to the detriment of those whose trust is placed in them; rejection of any gifts, favours or hospitality, which might be considered to be seeking to exert influence; keeping personal information of others confidential; helpful; co-operative; constructivehonest; open; no undue exertion of influence; sharing of relevant informationresponsible use of resources; safeguarding assets; loyal; challenge of decisions and actions that are believed to be against the patients' or clients' interestsjustification of actions or inactions; transparency; careful consideration of the impact of actions on patients and the organisation; compliance with statutory requirements; discretion; consultation before major actionsrespect colleagues, employers and employees, patients and the public; recognising different cultures, beliefs, race, lifestyles sexuality, age; giving your best at all times; keeping up to date with best practice; treats others with equality; listen to the views of others; use of reasoned argument to influence change <p>partnership with the community beyond the minimum requirements of the law; supports compliance with the spirit of Health and Safety; has safety in mind; seeks improvement in</p>

This aide memoiré has been produced by Healthcare Alliances and does not necessarily represent the policy of the Welsh Assembly Government or the views of the Centre for Health Leadership Wales or the Institute of Healthcare Management. It is designed to be read in conjunction with the substantive documents which can be downloaded from the web sites of the organisations (see overleaf)



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2 Commitment to Continuing Learning (CPD)

The IHM Management Code is based on an expectation that members will keep their learning up-to-date. This is what is meant by Continuing Professional Development (CPD)

The Code provides four types of learning:

1. **Workplace** experience: projects, change management, etc
2. **Structured**: courses, seminars, workshops, etc
3. **Self Directed**: reading, research, etc
4. **Environment**: voluntary work, secondments, external projects, presentations, etc

Members should maintain a record of personal learning based on learning objectives

3 Managerial Competency

The IHM Management Code is based on members developing a set of competencies which are relevant to the level of management at which they work. In Wales, the Centre for Healthcare Leadership has published *Pathways to Performance* in conjunction with the IHM, Welsh Assembly Government and the NHS in Wales. *Pathways to Performance* sets out a framework for CPD for NHS staff in Wales based on 10 core managerial competencies:

1. **Inclusive learning and development**: inclusive; continuous personal, team and organisational learning and development
2. **Personal Management**: self-aware; self-motivated; high standards of ethical management; commitment to public service values; adherence to the Code of Conduct; taking personal responsibility; developing self
3. **Team Management**: effective self-managed teams; working across boundaries; productive working environment; collective team competencies & iterative learning; delivery of the task agenda through the performance management framework
4. **Performance Management**: climate of performance delivery; balanced scorecard approach to performance management, setting targets; support of individuals; consistent and timely action
5. **Resource and Financial Management**: effective use of resources; systems to deliver services within financial parameters, management control & action
6. **Information Management**: numerate & IT literate; process of information; synthesise data to inform decision making & professional judgement
7. **Communication**: clear communication; adjusting language to meet the needs of the audience; systems to disseminate team's goals and task agenda
8. **Partnership Working**: effective partnerships; alignment towards mutually beneficial goals, interdisciplinary & integrated approach to improve services
9. **Organisational Development and Change**: use of OD and change management models; promoting change; leading from the front

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