



# SCOTTISH EXECUTIVE

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## **CIRCULAR NO: CCD 2/2006**

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Your ref:  
Our ref:

23 May 2006

Dear Colleague

## **NATIONAL TRAINING FRAMEWORK FOR CARE MANAGEMENT**

### **Introduction**

1. This circular introduces the National Training Framework for Care Management, to support the implementation of the policy guidance in [Circular No CCD8/2004](#). The framework is a comprehensive flexible resource for trainers, managers and professionals that aims to support continuous professional development, and together with the policy guidance aims to transform care management. Local authorities and health boards are invited to apply the framework immediately, as part of the reinvigoration of care management generally.

### **Background**

2. The policy guidance in CCD 8/2004 refocused care management on people with complex or frequently changing needs, on extending the range of care managers (particularly in the NHS) and on improving outcomes through more effective care management. Reinvigorating and refocusing care management is an integral part of improving outcomes under Joint Future. Care management should:

- enable people to get faster access to better services; and
- by more effective targeting, make better use of professional and other resources.

The training framework focuses very clearly on improving outcomes.

3. The policy implementation seminars held by the Joint Future Unit in early 2005 identified just how much improvement was needed. Local partnerships saw a need for a training framework to provide a more consistent approach to care management across Scotland. The resultant framework and supporting material has been developed by a short-life working group of representatives from partnerships and other professional interests, led by the Joint Future Unit. Its development has been inclusive, and testing extensive. As a consequence, the framework has been widely welcomed by practitioners, managers and trainers across the care spectrum.

### **The Training Framework**

4. The framework is described in detail in the Introduction to the Tutor's Pack. It is flexible, adaptable and can be customised to meet local needs, while still providing consistency overall. Its focus is firmly on improving outcomes. The framework reinforces that assessment and care management is a cyclical process, in which needs are assessed, services are delivered, and needs are re-assessed. Integral to this are the arrangements for care planning, monitoring and reviewing. The framework's modular approach provides an overview of the whole system, while reinforcing the holistic, person-centred focus in assessment and care management. It also provides the baseline for more specialised training. Partnerships should note that this training meets the Scottish Social Services Council's (SSSC) post registration learning and training requirements, and NHS Education for Scotland (NES) have also fully supported the development in terms of continuous professional development for health professionals.

5. The framework recognises the overlaps between care management and case management. The training revolves around an integrated approach to care management, with local protocols reinforcing the existing care management roles of nurses in, for example, palliative care, mental health and learning disabilities. The framework also reinforces the policy objectives of Delivering for Health. Care management generally can contribute greatly to, for example, managing people with long term conditions, under Delivering for Health.

6. The framework is being provided in a number of different forms:

- trainers will get a paper and CD version of the pack direct, and will be able to access it electronically;
- practitioners in local authorities and the NHS will be able to access the pack electronically; and we suggest they get a personal folder with key documentation from their local partnership when training is delivered;
- local partnerships will be able to access the pack electronically.

7. The National Training Framework has crown copyright and is licensed for use by partnerships. We will be issuing the licence to local authorities and NHS Boards for their agreement. This is required to ensure the wide range of material provided by partnerships and developed by the working group is fully protected.

## Structure of the Framework

8. The framework has 5 main parts:
- the training modules (7) - each one a key theme;
  - a competency framework;
  - a guide for managers;
  - a guide for practitioners; and
  - a resource pack.

The framework incorporates an e-learning approach to provide greater flexibility for both practitioners and partnerships.

9. The modular approach to developing the skills of practitioners covers assessment, including carers' assessments, care planning and care management. It breaks each down into the relevant components. (The index to the pack shows the contents in detail). It uses case studies and revision exercises at every stage to reinforce learning. The pack also incorporates extensive practical guidance for practitioners and managers respectively, updating and modernising that provided in 1991, when care management was first introduced.

10. The full training pack contains:-

- Outlines for each modular component
- Tutor notes and training folder
- Practitioners' training folder (available on the Joint Future Unit website)
- PowerPoint presentations
- Suggested exercises
- Additional handouts
- References and web links
- Resource pack (available on the Joint Future Unit website)
- e-learning component (available on CD Rom and on the Joint Future website)
- Competency framework
- Care management - practitioners' guide
- Care management - managers' guide.

The material can be added to as required and used as appropriate to meet individual or collective learning needs. The Practitioners' Training Folder in the pack facilitates this approach. The material will be available on the Joint Future Unit website.

## Resource Pack

11. The resource pack has been collated from partnerships' experiences of care management. It can be found in the Care Management section of the Joint Future website – <http://www.scotland.gov.uk/Topics/Health/Care/JointFuture/Introduction>. We envisage that this will be a 'live' feature: partnerships are invited to send new material and updates should be sent to Andrew Slattery at the Joint Future Unit, Scottish Executive at [Andrew.slattery@scotland.gsi.gov.uk](mailto:Andrew.slattery@scotland.gsi.gov.uk).

## Using the Training Pack

12. The framework's comprehensive coverage and modular construction enables local partnerships to use it flexibly to suit their own circumstances. They can also add their own local procedures, protocols and examples of good practice. Partnerships will be able to draw on the training material as part of their overall training plan, identifying the relevant areas of training for individual practitioners from their local training needs analysis. Practitioners and managers undertaking the modular training will be able to apply the knowledge and skills from their day to day practice. This training will contribute to their continuous professional development.

13. It is intended that practitioners from local authorities and NHS should be able to access training through a variety of routes, including local training events involving a range of professional staff and through the e-learning facility. This provides a "blended" approach to learning.

## Implementation

14. Care management needs to change markedly if it is to achieve its wider goals. Given its history in Scotland, the somewhat irregular pattern of applying care management to date and the new focus in the guidance issued in August 2004, it is imperative that local partnerships now invest in training on care management. The modular approach developed with partnerships provides real flexibility for managers, for trainers and for practitioners themselves. Partnerships therefore now have the tools they need – in terms of the policy lead and the training framework - to implement fully the revised care management guidance. They now need to press on with reinvigorating and refocusing care management so that it delivers better outcomes for users.

15. The object of this training is to support front-line practitioners and their managers to deliver better outcomes for users and carers. A sound knowledge of and effective skills in care management are essential to make that happen. The quality of care management – and the benefits for individuals and for partnerships – is strongly influenced by the training and support provided to the workforce. This framework should provide a powerful lead on that, re-enforce continuous professional development and at the same time provide a degree of consistency across Scotland. It will be launched formally on 23 May, and thereafter the Executive will hold 6 regional seminars in May and June, to support implementation.

## Action

16. The training framework provides a significant new resource for professional staff in local authorities and the NHS who are involved in care management, and their managers. It is a key component of the transformation of care management in Scotland.

17. Local partnerships should have reviewed in 2004 current practice on care management, so as to secure the more systematic and focused arrangements set out in the policy guidance. The self assessment templates submitted in October 2004 provided an overview of progress and an indication of how much needed to be done. Partnerships should now review these templates. This training framework is an essential part of improving care management, but it also underpins the continuing development of professional staff in both local authorities and the NHS. To achieve the desired result will require leadership on the ground, and we are looking to partnerships to make the step change needed in care management as soon as possible. To get the desired results, partnerships may require to refocus some of their existing training/development programmes.

## Monitoring

18. The impact of the revision of care management and of this training should be evidenced as part of the better outcomes in the joint performance assessment framework (JPIAF). But to assess early progress, please could partnerships forward their local training plans incorporated within the updated self assessment template to support implementation to Andrew Slattery at the above address (paragraph 11), within 4 weeks of the regional seminars. All templates should therefore be submitted by the end of July 2006. We will collate an overview of the plans. To effect a comprehensive picture of reinvigorating care management, we believe that partnerships should at the same time update their self assessment templates on the implementation of care management. Copies of the original template are to be found in [CCD8/2004](#) at Annex A.

## Enquiries

19. Enquiries about this circular should be addressed in the first instance to

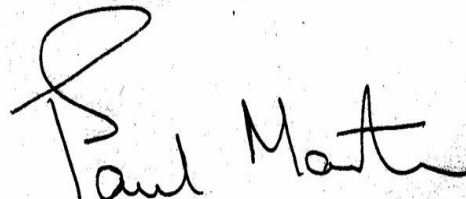
Andrew Slattery (at the address above)  
Telephone: 0131-244 3744  
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Professional issues should be addressed to:

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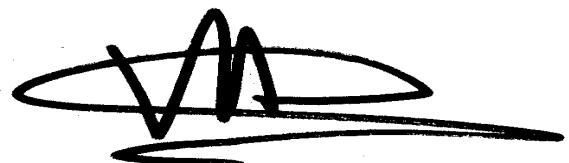
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