SFHGEN118
Enable groups, communities and organisations to determine and plan how to address their issues and concerns

Overview

This standard covers enabling groups, communities and organisations to address issues which affect their health and social well-being. This involves enabling people to determine their own issues and concerns and working with them as they plan how to address these. The role is not to set the agenda for the people with whom you are working but to be there as a resource, meeting the needs of the community, organisation or group as it sees fit. This would include encouraging people to take realistic steps so that they can see their achievements and evaluate areas of success. Good practice also suggests that the organisation, community or group should be enabled to evaluate, review and modify their plans in the light of their experiences so that they are able to learn and progress.

The focus within this standard is that the work of the practitioner should be driven by the concerns and issues of the community, organisation and group with whom they are working. This means in effect that your role needs to be negotiated and renegotiated with the community, organisation or group as the work proceeds, with the agenda and role being driven by the needs and concerns of the people involved. You need to be able to manage any tensions between your own issues, concerns and values, those of the people with whom you are working and those of the agency for which you are working. There is the potential for conflict with the employing or commissioning agency. The approach promoted within this standard is non-directive, enabling and collaborative.

This standard applies to any health practitioner who works with organisations, communities and groups using organisational development or community development approaches to enable them to address issues which affect their health and wellbeing. It is also likely to be applicable to those whose roles cover consultative and consumer issues. Users of this standard will need to ensure that practice reflects up to date information and policies.

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Performance criteria

You must be able to:

P1 acknowledge and respect groups', communities' and organisations' rights to make their own decisions about their health and wellbeing and the barriers to change they may perceive

P2 identify the nature of the context in which the group, community or organisation is set through discussion with those concerned and from available information

P3 ensure communication encourages openness and a frank exchange of views and is consistent with the culture of those with whom you are working

P4 clearly explain your own values and perspectives and those of your agency

P5 enable individuals and groups to explore those aspects of health and wellbeing which concern them

P6 provide the appropriate support to enable groups to research and evaluate the views of others and acknowledge the value of diversity

P7 encourage groups, communities and organisations to recognise that developing their own plans is legitimate

P8 ensure that information you provide is up-to-date and acknowledges the complexity of the context and of casual relationships

P9 offer advice appropriate to the group's, community's and organisation's interests and situation and which recognises the complexity of decisions which they have to make

P10 where there are risks from any choices made, explain these in a manner which is supportive of those concerned

P11 enable and assist groups, communities and organisations to:

P11.1 reach agreement on the issues and concerns which affect them and the values and perspectives which underlie these

P11.2 prioritise the agreed issues into an agenda for action which is likely to be agreeable to all those in the community with an interest in the outcomes

P12 provide the appropriate support to enable effective consultation to take place with the wider community

P13 use processes that allow different individuals to identify their own concerns and priorities and reflect on these in the context of the wider group

P14 enable groups, communities and organisations to systematically identify the aims they hope to achieve, the relationship of these to their issues

and concerns and inter-relationship between the different parts

P15 encourage those involved to take account of the interest of the wider community, to welcome diversity and plan how the maximum number of interests can best be accommodated

P16 support groups, communities and organisations to identify the principal steps required to achieve their aims and to set short, medium and long term objectives

P17 explore and discuss the various options which are open for meeting the agreed priorities together with the implications of each

P18 identify and discuss the options that are feasible given the context of the group, community and organisation, its constitution and policies, and the environment in which it is operating

P19 offer advice where the options selected might directly affect the rights and needs of others

P20 help the group, community and organisation to select options which are capable of being implemented, to which they are committed and which are likely to result in positive achievements within a timescale which encourages perseverance towards longer term goals

P21 explain any conflicts of interest that affect you to the groups, communities and organisations and discuss the various ways of dealing with them

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Knowledge and understanding

You need to know and understand:

K1   models of community development, the basis of these models and their meaning for the work of practitioners

K2   how to implement the various stages of the community development models in an effective way

K3   models of organisational development, the basis of these models and their meaning for the work of practitioners

K4   how to facilitate organisational development effectively

K5   how to work with communities, groups and organisations in a non-directive way but in a way which encourage the involvement of all

K6   the experiences and achievements of others who have adopted similar models and approaches

K7   how to evaluate the experiences and achievements of others and contextualise them into your own context

K8   the tensions that are likely to exist between your own agenda, your agency's agenda and the concerns and interests of the organisation, community and group within which you are working and how to deal with them

K9   how to support and sustain groups, communities and organisations as they develop themselves

K10   how the needs of groups and communities change over time and the ways in which this will affect your role with them

K11   the purpose of involving, and ways to involve, people and structures already in existence in the community

K12   who participates, how participation occurs and the benefits of it - the differences between participation in decision making, in programme implementation and in evaluation

K13   activities which encourage participation

K14   people in the group, community or organisation who may have a vested interest in, or set agenda for, developments, and how to evaluate the benefits and disadvantages which this may bring to the work in the short and longer term

K15   how to evaluate the extent to which the people who become involved in projects are representative and how more marginalised groups can be encouraged to participate

K16   the extent to which it may be possible to meet people's raised expectation and the best ways of handling this

K17   the different perception which the public in general may have of projects

and how their views can be handled constructively

K18 how to work with organisations, communities and groups in a non-directive way while meeting the demands set by your own agency

K19 the philosophy behind working with the issues and concerns of others rather than with the predetermined starting points of the practitioner or of health agencies

K20 the range of outcomes which the organisation, community and group may achieve and their contribution to promoting health and wellbeing even though they may not be seen as directly health related

K21 the range of strategies which groups, communities and organisations may employ to address issues and the relevance of these to different circumstances

K22 how to facilitate the working of groups, communities and organisations and enable them to maintain their momentum and direction

K23 the sources of funding and resourcing which may be available to support groups, communities and organisations in their work

K24 the different projects which may be competing for funding from the same sources although they may have similar objectives in mind

K25 the purpose of acknowledging groups', communities' and organisations' rights to make their own decisions and decide how and when they should act

K26 the role of group autonomy in effective community and organisational action

K27 how to enable people to identify their issues

K28 the needs which different groups and communities may have for support and how these are affected by their overall role in society and the way in which your role may be viewed in relation to them

K29 the importance of making your own values and perspectives and those of your agency explicit and how to enable people to explore those aspects which concern them

K30 how to research and evaluate the needs and interest of others in the community and why this is important

K31 how to facilitate communication so that it allows a frank and honest exchange of ideas

K32 how to promote the value of diversity and the purpose of doing so

K33 the information which is available on health and wellbeing, the debates around whether these are facts or opinions and how you can work with groups and communities to enable them to understand this complexity

K34 the purpose of acknowledging the complexity of decisions which people have to make

K35 the risks which might arise from the choices made and the purpose of

explaining these to people

K36 methods of prioritising needs and rights and how others can be enabled to use these

K37 how to enable others to achieve consensus

K38 effective methods of consultation

K39 the range of processes which can be used to enable groups, communities and organisations to identify their own concerns and priorities and reflect on these

K40 the role of confirmation and questioning in a constructive manner in this process

K41 the purpose of organisations, communities and groups identifying their aims, issues and their inter-relationships and how to facilitate this process without being directive

K42 the purpose of identifying the principal steps required to achieve the aims and in setting short, medium and long term objectives

K43 the purpose of exploring different options and supporting people in the appraisal of these

K44 the impact which the wider community may have on aims and objectives

K45 how to encourage people to consider the interest of the wider community and include these in their work

K46 the purpose of being clear with yourself and the groups and communities with whom you are working as to any conflict of interest which may arise and how this may be handled in the best interests of all

K47 the reason for challenging people when the options which they might prefer might affect the rights of others and how to challenge people constructively and in a way which enables them to take a broader perspective

K48 the purpose of encouraging people to select options which are likely to reap rewards within a short timescale as well as have more longer term aims

K49 how to enable people to think through their real commitments to different courses of action and assess their feasibility

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Additional Information

External Links   This standard links with the following dimension within the NHS Knowledge and Skills Framework (October 2004):

Dimension: HWB1 Promotion of health and wellbeing and prevention of adverse effects to health and wellbeing

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