

SFHGEN122

Enable workers and agencies to work collaboratively



Overview

This standard covers enabling practitioners and agencies to work collaboratively to improve health and wellbeing. The practitioners and agencies may be within the health sector itself, such as social services, health services and related private and voluntary organisations. They may also be much broader than this and include private service employers, education services, housing, criminal/youth justice and other forms of public services. The standard to work effectively within multi-disciplinary and multi-agency teams is an important dimension in providing effective health and wellbeing services.

This standard applies to practitioners who have special responsibility within their work role for facilitating collaborative working between workers and agencies.

Such a role is likely to be undertaken by those who are not working in front-line contact with users of services but rather by those who support practitioners who do. It is therefore likely to be of relevance to those who work in, or are involved with, national agencies such as professional bodies or health promotion agencies; those who hold particular responsibility within services at regional or local level in relation to inter-agency collaboration; and those who take on such roles in a voluntary capacity. It is also relevant to those who undertake such a role within agencies through working across a number of practitioner groups. It may also be applicable more generally, to those involved in education and training, and those who work in commissioning. Users of this standard will need to ensure that practice reflects up to date information and policies.

Performance criteria

You must be able to:

- P1 identify methods for creating and sustaining awareness of health and wellbeing
- P2 ensure the methods you select for enabling collaboration are those most likely to promote people's health and wellbeing and encourage workers and agencies to realise their contributions to optimising health and wellbeing
- P3 identify, understand and use:
 - P3.1 the roles of the workers and agencies
 - P3.2 the issues which each face
 - P3.3 examples of successful collaborative working as the basis for helping workers and agencies to understand their relative contributions, recognise areas of mutual interest and the benefits of joint working
- P4 offer workers and agencies the appropriate support to evaluate the strengths, weaknesses, opportunities and threats of collaborative working consistent with your role
- P5 give individuals opportunities to communicate their views and make appropriate responses to these
- P6 tackle conflicts and disagreements constructively and propose realistic ways of resolving the issues
- P7 propose ways in which the different agencies and workers may best complement and support each other and collaborate effectively in a manner which encourages their interest
- P8 establish clear purposes, objectives and protocols for collaborative working and agree these with the workers and agencies concerned
- P9 develop actions plans specifying who has agreed to do what, by when and how outcomes will be reported back and evaluated
- P10 contact workers and agencies who have agreed to work collaboratively using the appropriate protocols and at the earliest opportunity to take joint work forward
- P11 discuss:
 - P11.1 the ways in which you and your agency can support collaborative work
 - P11.2 the constraints on the support you and your agency can provide
 - P11.3 the advantages and disadvantages of the support available
- P12 ensure your interventions encourage practitioners and agencies to take responsibility for their collaborative working over a period of time
- P13 encourage workers and agencies to use you as a resource in ways which are most appropriate to their needs and consistent with any

constraints

- P14 suggest ways in which you can be used to best effect within the process in a way which encourages the interests of all those involved
- P15 ensure your actions to support collaborative working are consistent with agreed plans and encourage ongoing collaboration
- P16 agree a realistic and effective plan of support with those involved
- P17 respond promptly to queries and refer workers on to other means of support when you are not able to help
- P18 seek and positively respond to feedback from those involved on a regular basis and regularly review plans, activities and processes
- P19 use feedback to inform and clarify your own role and contribution at different stages of the process.
- P20 review the purpose of the collaboration, its desired outcomes and any changes to these with all involved
- P21 make accurate, legible and complete records of your inputs which will be accessible and understandable to all who have a legitimate right to see them
- P22 monitor and evaluate the effectiveness of the collaborative working against clearly defined objectives and targets
- P23 encourage workers and agencies to offer feedback on their own and others' performance
- P24 identify and discuss the strengths and weaknesses of the collaborative working with others to determine the reasons for their occurrence
- P25 encourage everyone involved to make an appropriate analysis of any problems which have been encountered
- P26 support workers and agencies to review plans and to agree any necessary changes to objectives and processes
- P27 communicate information on the effectiveness of collaborative working in meeting its objectives to others who can use the information for their own practice

Knowledge and understanding

You need to know and understand:

- K1 the need for collaboration and the benefits and difficulties associated with it
- K2 the different models and processes which have been used for collaborative working by others to promote health and wellbeing
- K3 those models and processes which have proved successful in similar contexts to that in which the workers and agencies work
- K4 the different ways in which inter-agency working may take place on a spectrum of networking, co-operating, collaborating and integrating activities
- K5 how collaborative working may bring mutual benefit to users, agencies, carers and practitioners
- K6 the importance of involving the community in collaborative working and the focus of activities
- K7 the purpose of encouraging formal and informal processes for collaborative working and the relationship between the two
- K8 how to demonstrate to people the benefits of collaborative working and encourage people to become and remain involved
- K9 how collaborative working changes over time as agendas develop and people become familiar with the nature of the work, the effect which these changes have on the skill base needed amongst the partners of the work, and the support which the jobholder may be able to give them
- K10 the range of opportunities which is available for creating and sustaining collaborative working
- K11 practitioners in the area covered by your agency who need to be involved and might be targeted for collaborative work
- K12 the purpose of targeting particular practitioners, who these may be and how to assess the extent of their influence
- K13 the local agencies which contribute to health and wellbeing
- K14 the different protocols which organisations have regarding access and agreements for collaborative work and the impact of this on timescales and approaches
- K15 how the methods used to attract interest may need to differ for different practitioners and different agencies
- K16 the needs and concerns of the different agencies and practitioners, how these can be linked to health and wellbeing and its improvement and how these can be best brought together to develop win-win agendas
- K17 the benefits of sharing information with others and how this can be facilitated
- K18 the purpose of identifying the nature and priorities of the different agencies and the issues which each face

- K19 the purpose of securing commitment to collaborative working
- K20 from whom commitment can best be obtained in different agencies and the purpose and means of enlisting the support of senior management
- K21 skills of negotiation and facilitation and how to develop and use these effectively
- K22 skills of networking and liaison, how to develop and use these oneself and support others to do so
- K23 how to act as a catalyst and resource for those involved in collaborative working
- K24 the appropriateness of your withdrawing from collaborative working once the alliance between the different partners has formed
- K25 methods of sustaining collaborative working
- K26 ways in which you and your agency can optimise your role and contribute to facilitating collaborative working, the constraints on this and how these can best be handled in different situations
- K27 the purpose of gaining feedback from others on the benefits and successes of collaborative working and how this can be fed into improving the process
- K28 the purpose of including evaluation criteria and processes at the design stage of interventions and how this will influence implementation and evaluation throughout the work
- K29 different models and concepts for evaluation of community-based initiatives and collaborative working
- K30 how to design effective evaluation approaches which provide useful feedback on the processes and outcomes and enhance future performance
- K31 the different concepts which practitioners and agencies may hold of health and wellbeing and how these differ
- K32 the ways in which improvements in health and wellbeing can be assessed
- K33 the purpose of evaluating the outcomes which collaborative working has achieved as well as the processes within the work itself
- K34 the tensions which might arise between those who view outcomes as indicating effectiveness and those who regard processes as also being important in bringing about change
- K35 how to encourage practitioners and agencies to be open and honest about the successes and failures of collaborative work, identify causes and contributory factors, learn from successes and failures, and develop towards improvement
- K36 the purpose and means of seeking strong user and community involvement in evaluating collaborative working and the success of it in improving health and social well-being

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- K37 the purpose of sharing evaluation of collaborative working with others in other agencies and other parts of the country
- K38 how the sharing of information, lessons learnt and outcomes achieved can best be carried out
- K39 effective means of communicating with different agencies and practitioners
- K40 how to respond appropriately to others' viewpoints and move towards mutual aims and goals
- K41 how to design messages in ways which enable people to see the mutual benefit
- K42 the purpose of encouraging and supporting people to communicate their own views

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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: G7 Capacity and Capability

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