

## SFHGEN129

### Project manage action targeted at addressing health and wellbeing issues



---

#### Overview

This standard is about community-based projects planned and implemented by health and wellbeing services in response to the identified needs, concerns and interests of communities and groups. Such projects are usually part of a change strategy for communities which have been directly identified by the initiative of practitioners. The aims and objectives of the practitioners need to be justified.

Whilst this standard describes standards for health and wellbeing projects which are to be implemented by health practitioners, the values on which it is based are respect for the rights and views of those for whom the project is intended, to enable those involved to be as self-managing and self-directed as possible through their involvement in the project. The purpose of such projects is usually to promote health and wellbeing as a holistic and positive concept.

This standard applies to any practitioner who has the task of managing health and wellbeing projects to address the needs and concerns of groups and communities. Users of this standard will need to ensure that practice reflects up to date information and policies.

## SFHGEN129

### Project manage action targeted at addressing health and wellbeing issues

---

#### Performance criteria

*You must be able to:*

- P1 identify the health and wellbeing issues for the group or community with whom you are working from available information
- P2 work in partnership with relevant parties to:
  - P2.1 assess the nature, coverage and criticality of the health and wellbeing issues
  - P2.2 prioritise the health and wellbeing issues for the group or community
  - P2.3 develop clear explicit aims for the work which are attainable and acceptable to those commissioning the work
  - P2.4 evaluate the products and services which might address these issues for their relevance and suitability to the setting
  - P2.5 select the products and services most likely to address the prioritised health and wellbeing issues
  - P2.6 agree a realistic budget
- P3 develop project specifications, which include clear, realistic objectives, success criteria, and accurate and detailed costings
- P4 detail methods of evaluating the project which are capable of implementation in the setting and valid in relation to the objectives and success criteria
- P5 identify and agree the roles, responsibilities, expectations and lines of accountability of the different people who will make a contribution to the project
- P6 detail the ways in which the project can best encourage and support the active involvement of people from the group or community based on evidence of good practice
- P7 arrange resources and timescales for getting the project underway consistent with agreed resources and objectives
- P8 thoroughly brief relevant people on the nature and purpose of the project in a manner which enables it to be presented to best advantage
- P9 use methods to co-ordinate implementation of action plans that are appropriate to the nature of the project and the people involved with it
- P10 offer appropriate support to those involved in the project to enable them to achieve the objectives of the project and develop a sense of commitment to it
- P11 maintain contact at a realistic and appropriate level of frequency
- P12 take actions to achieve the optimum balance between encouraging the community which the project serves to take as much responsibility for the

## SFHGEN129

### Project manage action targeted at addressing health and wellbeing issues

---

- project itself and keeping it true to its original objectives
- P13 encourage those involved in the project to involve the wider community in the project and include their interests in it
  - P14 encourage and support other practitioners who have an impact on the project to build similar development approaches to their own work
  - P15 acknowledge the project team's and individuals' achievements
  - P16 make any conflicts of interest in your own role within the project explicit to those involved and discuss ways of dealing with them
  - P17 effectively manage resources to meet changing conditions within the project
  - P18 encourage those involved with the project to see the value of evaluation and review and the ways in which this contributes to future development
  - P19 use evaluation methods and processes that are appropriate to the project, its aims, objectives and processes and enable project participants to contribute their own views
  - P20 ensure that the evaluation covers both outcomes which the project achieves and the processes used to achieve those outcomes
  - P21 offer project members the appropriate level and forms of support so that they can evaluate and review the project systematically
  - P22 actively encourage and support individuals to offer their views and reflect on the effectiveness of the project in achieving its aims
  - P23 demonstrate your valuing of the contributions which project members make
  - P24 reach agreement with all involved as to any changes which need to be made
  - P25 support project participants to consider any implications which such changes may make to them
  - P26 make accurate, legible and complete records of the review process, structured in a way which allows others to make use of them

## SFHGEN129

### Project manage action targeted at addressing health and wellbeing issues

---

#### 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 how to work with communities and groups in a non-directive way on a top-down agenda but in a way which encourages the involvement of community members
- K4 the experiences and achievements of others who have adopted similar models and approaches
- K5 how to evaluate the experiences and achievements of others and contextualise them into your own context
- K6 the tensions that may 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
- K7 the range of outcomes which the community and group may experience and how these may not be seen as directly health related although they will contribute to health and wellbeing
- K8 the range of strategies which might be employed in externally driven health and wellbeing projects and the relevance of these to different circumstances
- K9 how to support and sustain groups, communities and organisations as they develop themselves
- K10 how the need 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

## SFHGEN129

### Project manage action targeted at addressing health and wellbeing issues

---

- K17 the different perception which the public in general may have of projects and how their views can be handled constructively
- K18 the sources of funding and resourcing which may be available to support community groups in their work
- K19 the different projects which may be competing for funding from the same sources although they may have similar objectives in mind
- K20 the purpose of being clear as to who the group is and what the nature of their health and wellbeing needs are and the effect of this on the ability to plan the work effectively
- K21 the range of resources which might be available for the project including those which are given in kind
- K22 the purpose of securing commitment before too much detailed planning takes place and how to do this effectively
- K23 the level of detail which is required for effective planning to take place
- K24 the different factors which might affect the plan and its implementation and how to take them into account in the plan
- K25 the ways in which community projects can be evaluated
- K26 difficulties in evaluating development work given the multiplicity of factors which can affect people's health and wellbeing and their attitudes towards it
- K27 the type of qualitative information which might be obtained at the planning stage and ways of obtaining this
- K28 qualitative information which will be available on the processes of the project as it proceeds and the use of this in evaluation and review
- K29 how to develop plans which are clear and capable of implementation
- K30 the purpose of drafting plans and agreeing them with all those involved
- K31 effective ways of briefing people as to their role in the project
- K32 the purpose of identifying people's and organisation's roles and responsibilities in partnership with them
- K33 how to support people to understand the contribution which they each can make
- K34 the purpose of encouraging people to make suggestions and recommendations and keep in contact
- K35 how to present information to people in a form and at a level which is appropriate to them
- K36 the range of different support needs which people have from technical support to emotional and psychological support
- K37 how to determine the necessary frequency with which people need to be contacted
- K38 for how long it may be necessary to support people and organisations,

## SFHGEN129

### Project manage action targeted at addressing health and wellbeing issues

---

- how the nature of the support may change over time and how to assess when this is necessary
- K39 the purpose of disseminating information on achievements and lessons learnt and how this may be done effectively
- K40 the range of ways in which achievements may be acknowledged and how these can be altered for different people and different circumstances
- K41 the purpose of making conflicts of interest explicit and working out ways of dealing with them with others
- K42 the purpose of evaluation and review and its value for future development
- K43 the different quantitative and qualitative methods which are available for evaluating processes and outcomes of projects
- K44 the wide range of ways in which evaluation may be used
- K45 how evaluation may limit community participation and the benefits of clarifying how things need to change
- K46 how to encourage those involved to think of evaluation constructively and focus on its aid to learning and development
- K47 the purpose of encouraging individuals to contribute their own views and share these with the broader group
- K48 the purpose of evaluating not only achievements but also aspects which have been less successful and how this can be encouraged
- K49 the purpose of encouraging frank and honest communication
- K50 the reasons for thinking about the project in the context of the wider community
- K51 how complaints, reviews and consumer surveys may provide better indicators of service quality than do patterns of demand

## SFHGEN129

Project manage action targeted at addressing health and wellbeing issues

---

### Additional Information

#### External Links

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

Dimension: G5 Services and project management

## SFHGEN129

Project manage action targeted at addressing health and wellbeing issues

---

Developed by	Skills for Health
Version number	1
Date approved	March 2013
Indicative review date	March 2018
Validity	Current
Status	Original
Originating organisation	Skills for Health
Original URN	MH89
Relevant occupations	Healthcare professionals
Suite	General Healthcare
Key words	Project; manage; needs; concerns; groups; target; issues; service; user; action