

MH93 Support and challenge workers on specific aspects of their practice

OVERVIEW

This standard covers supporting the personal and professional development of others and monitoring the effectiveness of their practice. This standard applies to senior practitioners with additional experience and expertise. They may be employed as team leader, service co-ordinator, senior worker or case manager. They will not necessarily have line management responsibility for those whom they are supporting and challenging. Users of this standard will need to ensure that practice reflects up to date information and policies. Version No 1

KNOWLEDGE AND UNDERSTANDING

You will need to know and understand:

1. The nature of the sector, the nature, roles and functions of the principal agencies within the sector and their structures, functions, methods of communication and decision making processes
2. How your own work and work role interacts with others in related agencies and the benefits of working collaboratively - across agencies and across disciplines
3. How teams and collaborative work evolve over time and the impact of this on relationships and effective working
4. Why it is important for workers to understand their own personal beliefs and preferences, values, interests and priorities when working with others
5. How interests, priorities and values may affect team members work and change over time
6. Strategies and methods of encouraging team members to evaluate realistically their own values and practice, the factors that influence their effectiveness, and methods of tackling such factors
7. How to provide constructive challenges which focus on the work and not on the person who did it
8. Effective ways of challenging and developing team members in relation to values and attitudes
9. The networks and support systems which may be available, the nature of the support they may give and how to access them
10. The support which others may give to team members to assist them in reflecting on their practice
11. The nature of the inter-relationships between yourself and others with whom you work

- and how this may affect your ability to work effectively
- 12.The limits of your own work role and its inter-relationship with the work roles of others
 - 13.Principles and process of action planning and how to assist members to develop realistic achievable plans
 - 14.How to evaluate the support which different team members will need when delivering services (e.g. in relation to the stresses and strains that different team members are under, their levels of expertise and confidence) and encourage them to seek support themselves
 - 15.The purpose of providing team members with clear information and the nature of the information they need to carry out their work
 - 16.The purpose of providing information on the inter-relationship between the different roles which people have
 - 17.The range and use of different protocols which can be used both to support people as they work and also control the activities which they undertake
 - 18.The subtle ways in which professional boundaries and relationships between workers and those with whom they work can become eroded, related risks, and the ways in which individuals may seek to manipulate the relationship
 - 19.The specific legislation, guidelines of good practice, charters and service standards which relate to the work being undertaken and the impact of this on the work
 - 20.How to monitor, analyse and assess the implication of, and changes in, legislation and the regulatory environment and interpret and apply them to the work being undertaken
 - 21.Methods of continuously monitoring the nature of your own relationships with others to identify breaches of boundaries
 - 22.Methods of monitoring the nature of others' relationships
 - 23.How to evaluate the effectiveness of your own actions and learn from experience and the need to develop your own competence and skills in line with changes in knowledge and practice
 - 24.How your area of practice is changing and the implications of this for your own skill and knowledge base

PERFORMANCE CRITERIA

You must be able to do the following:

- 1.encourage and support other workers to:
 - 1.identify their own values, interests and priorities in relation to the work they are undertaking
 - 2.think through and identify the impact which their own values, interests and priorities have on their own practice and personal life
 - 3.reflect on their own personal beliefs, preferences and behaviours to identify the effect which they have on how they think about and work with others
- 2.offer other workers constructive feedback on their practice, their effectiveness within their role and their ability to work with others
- 3.encourage other workers to reflect upon and identify:
 - 1.the factors that affect the effectiveness of their practice
 - 2.which of the identified factors they are able to tackle, and how
 - 3.those factors for which they need support, and from whom this may come

- 4.ways in which their practice can be improved
- 4.suggest to other workers in a fair and constructive manner:
 - 1.those factors which may be affecting their effectiveness
 - 2.ways in which their practice could be improved
- 5.encourage others to challenge any of the worker's views which they feel are not reasonable or justifiable
- 6.assist others to:
 - 1.identify realistic and achievable goals for improving their practice
 - 2.draw up a realistic and achievable plan for achieving their goals
 - 3.seek support from appropriate people who are in a position, and are willing to help them to achieve their goals
 - 4.identify how and when they should review their progress towards their goals and your role in this
- 7.offer other workers information and advice to enable them to identify and use effective support systems and networks.
- 8.agree with other workers the nature, frequency and purpose of routine contact and how to contact you if they are in need of additional discussion, advice and supervision
- 9.maintain contact with other workers to provide opportunities for feedback, discussion and support
- 10.supervise other workers in the manner and at the frequency agreed with them
- 11.enable other workers to reflect on and make decisions about:
 - 1.levels of contact
 - 2.the objectives and outcomes of their work
 - 3.how their work relates to evidence-based practice
 - 4.the need for intervention by other specialist workers and agencies
- 12.actively monitor that professional and behavioural boundaries are clear and are being observed by other workers in their work relationships
- 13.challenge appropriately those workers who show signs of becoming complacent with the progress of their work and re-emphasise the importance and purpose of the work
- 14.take the necessary actions to maintain the key focus of others' work
- 15.offer others appropriate support to manage their work effectively
- 16.supervise other workers at a sufficient level to ensure that they only undertake activities for which they are competent and which are within their remit
- 17.actively monitor the effect which undertaking different activities has on workers and take appropriate action where there are concerns that the activities are detrimental to their health and social well-being

ADDITIONAL INFORMATION

This National Occupational Standard was developed by Skills for Health. This standard links with the following dimension within the NHS Knowledge and Skills Framework (October 2004): Dimension: Core 2 Personal and People Development