

Making Every Contact Count

Applying the Prevention and Lifestyle Behaviour Change Competence Framework





MECC a Plan - Applying the Behaviour Change Framework

Public Health is currently undergoing radical change and with it comes a challenging agenda for policy makers, commissioners, employers and individuals as well as those responsible for supporting learning. With the shift to a local authority-led public health service, the necessity to build capacity, capability and confidence for whole workforce, across all sectors becomes imperative.

The opportunity to garner a wider public health workforce in the promotion of healthy lifestyle choices brings with it the need for robust, inclusive systems that ensure everyone understands how to communicate health and prevention messages effectively.

The Prevention and Lifestyle Behaviour Change Competence Framework provides a mechanism to ensure systematic, measurable and evidenced development of workforces to meet the challenge. Developed over the past four years the framework is informed by NICE guidance, the KSF (Knowledge and Skills Framework), staff reviews, National Workforce Competences (NWC) and National Occupational Standards (NOS). Whilst these clearly define the need and the competencies, the framework also acknowledges the complexity and the challenging factors effecting health and wellbeing behaviour and therefore operates from the premise of 'starting from where the person is' and considers behaviour change in the context of the wider and social determinants of health.

The framework provides the architecture to facilitate workforce strategies and development activities that deliver both the public health and NHS policies, strategies and relative Outcomes Frameworks designed to improve the health and wellbeing of individuals and populations.

As well as the clear benefits for commissioning, service provision and improving the capacity of the workforce, the Framework also provides a barometer for organisations' investment in staff health and wellbeing and associated improvements in productivity.

Good health is now increasingly recognised as everyone's business. The Public Health Responsibility Deal (2011) is the Government's way of drawing on the potential of employers in both the private and public sectors to help tackle health inequalities through the influence they have over health in the workplace, alcohol, food and physical activity. The Framework can assist the initiative by providing a workforce strategy to facilitate the achievement of outcomes through a competent, capable and confident workforce.

Whilst the Framework is designed to assist organisations and individuals, the ultimate beneficiaries are of course people, communities and populations. 'Making Every Contact Count' is a powerful tool to improve the health and wellbeing of the public.

The Framework is a supportive mechanism that enables benchmarking across geographical regions, workforces and services. The aim is not to create new roles or workforces but to ensure a wide range of workforces can feel confident and competent to Make Every Contact or Every Contract Count.

It is simple, flexible, and universal in application: the workforce functions for delivering behaviour change are clearly defined in the three levels:

- Level 1 -Brief Advice
- Level 2 - Behaviour Change Intervention e.g. brief intervention / motivational Interviewing.
- Level 3 - Behaviour Change Intervention service / professions

Level 1	Level 2	Level 3
The worker is able to engage with individuals and use basic skills of awareness, engagement, and communication to introduce the idea of lifestyle behaviour change and to motivate individuals to consider/think about making changes to their lifestyle behaviours.	The worker is able to select and use brief lifestyle behaviour change techniques that help individuals take action about their lifestyle behaviour choices which may include starting, stopping, increasing or decreasing lifestyle behaviour activities.	The worker is able to select and use appropriate techniques and approaches to provide support to individuals as they change their lifestyle behaviours and facilitate the individuals to maintain these changes over the longer term.
1.1. Ensure individuals are able to make informed choices to manage their self care needs	2.1. Ensure your own actions support the care, protection and wellbeing of individuals	3.1. Enable people to address issues related to health and wellbeing
1.2. Support and enable individuals to access appropriate information to manage their self care needs	2.2. Select and implement appropriate brief lifestyle behaviour change techniques with individuals	3.2. Enable individuals to put their choices for optimising their lifestyle behaviours into action
1.3. Communicate with individuals about promoting their health and wellbeing	2.3. Enable individuals to change their behaviour to improve their own health and wellbeing	3.3. Enable individuals to maintain lifestyle behaviour changes
1.4. Provide opportunistic brief advice	2.4. Undertake brief interventions	
Level 4 – NOT COVERED BY THE FRAMEWORK		
The worker uses specialist/advanced or lifestyle and behaviour specific behaviour change approaches to support individuals. Workers at this level will also act as a resource for the support, training and education of others.		



Application of the Framework

The Organisation can choose to apply the Framework to suit business requirements.

The following suggests some approaches to stimulate ideas for application.

Informing Strategy and Planning	Assessment and planning to meet the gaps in the public health role of the workforce at ALL levels.
Underpinning Commissioning	Enables commissioners to quantify expectations and outcomes.
Transforming Culture	Provides clarity around the public health role and provides organisations with a common language to consider behaviour interventions.
Workforce Development	Provides clarity of levels of intervention and identifies training needs.
Supporting Service Provision	Provides clarity on the roles and responsibilities and identifies support needs.
Assisting Workforce planning	Identifies knowledge and skills required to deliver health behaviour interventions.

Making Every Contract Count

Service Commissioners

Service Providers

Training and Education Commissioners

Training and Education Providers

Making Every Contact Count

Human Resources

Individuals



The Framework in Services

Service Commissioners	Make a strategic pledge to ensure the MECC principles are at the heart of services, based on population need.	Service Providers	Make an organisation-wide commitment to embed the MECC principles throughout the service.	Evaluate through	Evidence in contacts and strategic plans to ensure MECC is at the heart of the services.
	Use the Framework to ensure MECC is embedded in performance management processes to assess effectiveness, quality and outcomes of lifestyle behaviour change interventions.		Strategic planning is required to embed MECC in all services, widening frontline delivery of lifestyle behaviour change to all staff whether a receptionist providing level 1 brief advice or a physiotherapist providing brief interventions at L2.		Work undertaken to identify roles supported to undertake lifestyle behaviour change interventions, and workforce needs analysis to assess and meet training, education and development needs.
	Provide clear and measurable targets for lifestyle behaviour change interventions in all contracts for NHS organisations; acute, community, mental health services and primary care contracts. Also in non-NHS and voluntary sector health development services and contracts.		<p>Identify staff in appropriate roles to deliver lifestyle behaviour change interventions as part of their role.</p> <p>Identify current levels of competence and the action required to meet gaps using the framework as a component of workforce planning and development planning.</p> <p>Identify mechanisms to capture activity, including referrals to specialist services.</p> <p>Build on best practice in current services, e.g. smoking cessation, weight management, alcohol reduction, occupational health services and health trainers.</p>		<p>Numbers of staff competent and confident to deliver lifestyle behaviour change interventions at all levels.</p> <p>Activity levels and referrals.</p>
	Encourage cross-organisation and sector development to maximize lifestyle behaviour change interventions.		Consider opportunities to implement lifestyle behaviour change interventions can be incorporated into service redesign.		A growing culture of lifestyle behaviour interventions and improving health of the population.



The Framework in Training & Education

Training and Education Commissioners	Identify what lifestyle behaviour change education and training needs to be purchased from partner HEIs/education providers through developing a shared understanding of the wider workforce and service requirements, including end-to-end workforce planning process.	Training and Education Providers	Develop a shared understanding of workforce requirements with partner health, social care, local authority and third sector organisations.	Evaluate through	A range of courses are offered to address a range of lifestyle behaviour change interventions.
	Commission appropriate education and training that will enable the wider workforce to develop the competence and confidence to deliver lifestyle behaviour change interventions at defined levels.		Map current and future education provision against the framework levels.		Course evaluations demonstrate an increase in competence, confidence and support to undertake behaviour change when back in practice.
	Design and redesign programmes and modules that are specifically focused on behaviour change interventions using current best evidence.		Courses are mapped against the framework with clear objectives.		
	Review the learning needs of students on other courses or programmes and identify where it would be appropriate to introduce behaviour change elements as part of the course or programme.		Education provision linked to NHS and PH Outcomes Frameworks to illustrate how education contributes to delivering outcomes.		
	Performance manage education providers to assess if commissioned provision is fit for purpose, for example using data from the MECCAT.		Systematic review of current provision.		
Source new provision and commission to address any gaps as required.	Use the competence framework to inform the development of any new courses.	Improvement in baseline skills as evidenced through the MECCAT or similar assessment tool.			
New courses are mapped against the framework.					
Incorporating the guidance set out in the NHS North West Public Health Teaching Network report, 'Commissioning training for behaviour change interventions: evidence and best practice in delivery,' (Powell and Thurston 2009).					



The Framework through Organisation Development

Human Resources	Individuals	Evaluate through
Make MECC an organisation-wide commitment to support staff and for staff to support their clients.	Make a personal commitment to make every contact count with your service users.	Individuals understand their responsibility to 'making every contact count'.
Support the development of effective partnerships within Human Resource and Organisational Development teams to ensure competences are embedded in workforce planning and development processes.	Assess your current level of competence using the MECCAT or other practices of self reflection.	Individuals, teams and departments are aware of their responsibilities, contributions and capabilities.
Ensure competences are embedded in job descriptions and performance appraisals.	Understand your contribution and responsibility to MECC.	Increased behaviour change activity and increase of uptake of specialist services.
Ensure the framework is used as a component of workforce planning and development processes and cycles and use the results to plan and prioritise learning activities. This process can be facilitated by using the MECCAT.	Seek development opportunities to underpin your professional development.	Contribution of MECC to workforce strategy or activity to deliver outcomes frameworks and service needs. Continuous workforce development to improve lifestyle behaviour change capability.
Ensure the development, with Occupational Health Services, of lifestyle behaviour change skills to support opportunities within the workforce for healthier lifestyles.	Seek support to address personal lifestyle behaviour where required.	Improving workforce health, as identified through sickness absence. Monitor access and service use. Use staff survey to capture data.



Making Every Contact Count Assessment Tool (MECCAT)

The Making Every Contact Count Assessment Tool (MECCAT) is designed to support both individuals and their organisations in managing competence development. Currently available online, further versions of the assessment tool are being developed.

It was designed to allow the individual to identify existing skills and knowledge in relation to *Prevention and Lifestyle Behaviour Change: A Competence Framework*. At the same time, it also facilitates the organisation's workforce planning and its support of staff development and training. The tool includes measures of confidence, competence and organisational preparedness, and an understanding of the framework by the individual.

The outputs of MECCAT are used to:

- Determine current levels of competence based on the Prevention and Lifestyle Behaviour Change: A Competence Framework.
- Support staff in using the results to create personal development plans.
- Identify the continuing professional development and education needs across the workforce.
- Inform performance management, job design and workforce development.
- Provide quality assurance that the workforce is competent and fit for practice and purpose.

The five main areas covered through the MECCAT are associated with individuals and their work environments:

1. **Belief: Making Every Contact Count:** The extent to which staff accept the philosophy of the "Making Every Contact Count" initiative and their consideration of wider social determinants of health
2. **Continuing Professional Development:** The extent to which staff are making efforts to adopt a public health approach in their roles and keep their knowledge and skills up to date.
3. **Organisational Readiness:** Staff perceptions of their organisation and the extent to which it supports them or otherwise (barriers to performance and change).
4. **Confident Competence:** Staff perceptions of their own competence in relation to behaviour change.
5. **Capability:** The approach that staff adopt towards their work in terms of whether they have the confidence to put their learning, skills and experience into practice.



Making Every Contact Count – How the Framework could fit with your existing Training and Development

