# Glossary

## Preliminary remarks

The following section contains some of the most important terms and expressions used on the website www.quint-essenz.ch in alphabetical order.

## Terms

| A | |
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| **Account** | In accountancy, an account means an individual budget item |
| **Account class** | Account classes are categories of budget items (accounts) that can contain both expenses and revenue. |
| **Assessment** (Health Promotion/Prevention) | To measure and analyze health-related problems in a population. |
| **Assessment** (Quality development) | The systematic assessment of structures, processes and outcomes of an organization or organizational unit, a programme or a project. |
| **Assessment quality** | The assessment quality of a project is high if both normative (objective) and felt (subjective) needs are substantiated, if the context of the project is taken into account thus allowing the project to be well integrated in its social environment. |

| B | |
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| **Behaviour - living conditions** | Human behaviour and life circumstances are intimately linked and have strong mutual influences. Health promotion aims at enabling individuals, groups and organizations  to shape their behaviour and their circumstances in such a way as to be beneficial to their health and quality of life. |
| **Benchmarking** | To measure or assess products, services and processes in comparison with the acknowledged leaders in the field in order to learn from the 'best' (quality development). |

| C | |
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| **Certification** | The formal acknowledgement that an organization (-al unit) fulfils the conditions linked to certification. Certification is carried out by an accredited organization. |
| **Complexity** | Complexity implies diversity and multi-dimensionality. In contrast to complicated systems (e.g. technical equipment), complex systems, such as social systems, are not entirely predictable and calculable. |

| Context | The framework within which a project, for example, takes place and by which it is affected (e.g. political, legal, social / cultural, economic, environmental and institutional factors). |
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| Contractual objectives | Contractually binding project objectives and intermediate objectives. |
| Controlling | Controlling of processes and activities on the basis of a target-performance analysis. |

## D

| Desired value | When a project objective is operationalized, the desired value is a quantitative measure to which one aspires and is associated to an indicator. It is set on the basis of the actual value. |
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| Determinants of Health | Scientifically documented factors influencing the health of individuals, groups or populations are called Health Determinants. However, the expression "determinants" is ill chosen in this context. While health is influenced by these factors, it is not determined by them in the sense of 'absolute certainty'. |

## E

| Effect | Changes in settings due to interventions. Apart from intended effects, which are described in the objectives,   unintentional positive or negative changes (side-effects) are often observed. |
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| Effektivität | Adequacy of a measure in terms of its intended effect. |
| Efficiency | The relation between a result and the means employed to achieve it. |
| Empowerment | Reinforcement of the ability of individuals or groups to make decisions and have control over decisions and actions affecting their health, including opportunities to shape their own environments and the conditions which have an impact on health. |
| European Foundation for Quality Management (EFQM) | The founder of the EFQM-model, a European quality management system based on TQM (Total Quality Management). |
| Evaluation | The systematic collection and analysis of information not routinely available about the different aspects of a project or an intervention and its critical appraisal; taking into account different perspectives and applying adequate (social-) scientific research methods and theories. |
| Evaluation (external) | The systematic appraisal of an issue from an external point of view (e.g. through professional evaluators). |

## F

| Financial backers | Institutions providing funds for a project and usually making certain demands on the project (see 'Stakeholders') which are agreed by contract. |
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## G

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| Gender | As distinct from 'sex' (which is biological), gender usually refers to psychological or socially/culturally constructed characteristics which are then attributed to the different biological sexes. It also refers to the relationship between the two sexes. |
| Guiding principles - charter | A charter describes the guiding principles of an organization, including mission statement, values and norms. The organization's activities (internal and external) will be guided by this document. |

## H

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| Health | Health is a state of equilibrium between factors conducive to health and those which influence health in a negative way.  Health means that people are able to mobilize and use their resources in the best possible way in order to face up to both personal (physical and mental) and external (social and material) demands. |
| Health equity | Equity in health means that all people, irrespective of ethnic or socio-economic status, sex or age, have equal opportunity to develop and maintain health through fair and just access to resources for health. |
| Health Promotion | Health promotion is the process of enabling individuals, groups and organizations to maintain and improve the factors for health by changes in lifestyle and environment. Health promotion not only embraces actions directed at strengthening the skills and capabilities of individuals, but also action towards changing social, environmental and economic conditions so as to improve their impact on public and individual health. |

## I

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| Implementation | Implementation of measures in settings with regular, critical reflection of the concept, resulting in continuous development and improvement of the project. |
| Indicator | An indicator is a dimension that can be measured, observed and analyzed by empirical methods. Indicators serve as surrogate measures when assessing (usually complex) phenomena that cannot be directly quantified or evaluated. |
| Information management | The maintenance and enlargement of the total existing knowledge base in an organization. |
| International Organization for Standardisation (ISO) | ISO is the international organization dedicated to the standardisation of products, services and management systems. |

| Intervention | In prevention and health promotion, interventions are understood to be measures which aim at changing people's environments in order to maintain or improve health or to avoid ill-health. They must be based on scientific and professional criteria, and embrace a systematic and participatory approach. |
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| Intervision | Exchange of experiences between professionals from different organizations, programmes and projects, but fulfilling a similar role or function. |

## L

| Levels of action | System levels where interventions in settings can take place: individual, group, organization, environment/networks, society/political level. |
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## M

| Management | The totality of activities for the systematic planning and managing of a project, a programme or an organization. |
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| Measure | Concrete activities derived from a strategy, with clearly defined time points and responsabilities, with the aim of achieving project goals and (intermediate) objectives. |
| Method | A systematic approach for carrying out a task or to gain knowledge. |
| Migration | Migration refers to the migratory movements of population groups. In the context of health promotion, to consider the migratory aspect refers to the need of giving adequate consideration to the specific challenges of migrants. |
| Milestone | Milestones are breakpoints in the implementation phase of a project. Milestones divide a project into several stages  (of roughly equal length) and are a useful project management tool. The name is derived from the literal meaning: every mile a stone. |
| Monitoring | Continuous or periodic systematic data collection used for checking processes and results. |

## N

| Need (felt/expressed) | Contrary to a normative need, a felt need is the subjective need that members of a certain setting or population group feel and sometimes express (the users' perspective). |
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| Need (normative/objective) | Need defined by experts or professionals, usually on the grounds of a scientifically substantiated deficiency in certain settings or population groups (the experts' perspective). |
| Networking | Collaboration across the boundaries of sectors, disciplines, hierarchies, institutions and projects. |

## O

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| **Objective** | The state of a defined system (target system) which ought to be achieved by a specific date. |
| **Objective category** | Objective categories are categories of goals, aims and objectives. These are used for classifying aims and objectives according to themes, geographical location or target groups, for example. |
| **Organization development** | Systematic development of the structures and processes of an organization with the aim of securing its long term existence and of improving it continuously. |
| **Ottawa Charter (WHO)** | Groundbreaking charter adopted by the First International Conference on Health Promotion held in Ottawa in October 1986, based on the WHO programme 'Health for All'. |
| **Outcome** | Totality of effects achieved by a project. |
| **Outcome model** | The description or graphic representation (diagram) of the interactions between causes and effects regarding interventions in social environments and systems. |
| **Outcome objective** | Outcome objectives or outcome targets - in contrast to performance targets - indicate the effects that are to be achieved in the target systems. |
| **Output** | Totality of services provided and products generated by a project. |

## P

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| **Participation** | Active involvement of individuals and groups in the planning, implementation and evaluation of interventions (projects) concerning their living conditions and their lifestyles. |
| **Pathogenese** | Personal and contextual conditions contributing to the development of a particular disease or illness. |
| **Performance objectives** | Performance objectives specify the quantitaty and extent of output to be achieved (as opposed to outcome objectives). |
| **Policy** | Concerted strategy with overarching goals adopted by important key-players in health promotion and prevention. |
| **Potential for improvement** | Room for manœuvre for improving the structures, processes and results of a project, identified by means of systematic reflection and assessment. Quality objectives are defined and based on the thus identified potential for improvement. |
| **Prevention** | Measures intended to prevent the initial occurrence of a disorder (primary prevention) e.g. risk factor prevention, to arrest or retard existing disease (secondary prevention) or to reduce the occurrence of relapses and the establishment of chronic conditions (tertiary prevention). |

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| Process quality | The quality of methods and procedures. A project is of high process quality, if ways and means of implementation are suitable for achieving the objectives. |
| Programme | An medium-term, goal-oriented and time-limited initiative inspired by a comprehensive strategy, usually comprising various coordinated sub-projects. |
| Project | A structured and unique undertaking proposing to achieve defined objectives within a given time-scale. |
| Project design | Basic planning of a project. |
| Project draft | Structured summary of first ideas and investigations for a planned project. |
| Project management | Periodic and systematic assessment, reflection and optimization of the project implementation (cf. milestones and monitoring). |
| Project management (PM) | The steering of all activities that are needed for planning, implementing and evaluating a project. |
| Project objective | The state of a particular system desired by the end of a project. |
| Project organization | The totality of all participants in a project, i.e. individuals, groups and organizations, and their roles, duties and responsibilities specific to the project in question. |
| Project phases | Project phases are the phases a project passes through from initial idea to completion. In quint-essenz, we distinguish between phases of planning, implementation and valorization, where the implementation phase is subdivided into continuous development cycles (stages). |
| Project plan | A project plan is a binding planning document. It contains the justification for the project, describes its goals, the way how the project will be implemented and what resources are necessary. |
| Project structure | Overview of all those involved in a project and the relationship (in terms of the project) between them. |
| Public Health Action Cycle (PHAC) | A cyclic model of four phases used as a basis for the strategic planning, implementation and evaluation of health-related interventions. |

**Q**

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| Quality | A positive attribute of an object or a situation on the basis of specific expectations (criteria). |
| Quality assurance | Measures that are aimed at maintaining an already existing standard of quality. |
| Quality circle | A method of quality improvement involving a group of people from a particular setting who meet regularly to work towards the improvement of structures, processes and quality of results. This approach is based on the philosophy that problems need to be solved where they occur. |
| Quality criterion | A disitinctive feature regarding the quality of an object or a circumstance (e.g. a project, a process, a product). |

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| Quality culture | Aspects of the organizational culture regarding quality. |
| Quality development | The periodic and systematic reflection and improvement of structures, processes and results of an organization, a programme or a project. |
| Quality management (QM) | The totality of all management activities related to quality assurance and quality development in an organization. |
| Quality management system (QMS) | The part of an organization's or program's management system that makes sure that quality in structures, processes and results is upheld, by periodic reflection and systematic development of quality concerns. |
| Quality objective | As opposed to project objectives, which aim at desired effects in an external system (e.g. a setting or a target-group), quality objectives aim at the structures and the processes of the project itself. |
| Quality of results | The quality of products and efforts (output) and results (outcome). A project is of high quality if the stated objectives and the desired effects have been achieved and without having caused important negative side effects. |
| Quality promotion | Support of the quality development of an organization, a programme or a project by providing appropriate external assistance (training, advice) and resources. |
| Quality standard | Pre-defined element, preferably based on factual criteria, which describes a specific minimal level of quality. |

## R

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| Reflexion (systematic) | To reflect critically and comparatively on a fact or a situation on the basis of specific criteria. |
| Reporting | Periodic information. |
| Resources | Personal factors which individals have at their disposal for coping with the demands of life. In resource-oriented health promotion, it usually means individual skills and social resources (e.g. resilience, sense of coherence, social status). In project management, the term usually refers to the material, infra-structural and professional requirements needed for planning, executing and evaluating a project. |

## S

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| Salutogenesis | In contrast to pathogenesis, salutogenesis refers to the process of creating and maintaining health. |
| Self-evaluation | The systematic assessment of a situation from the perspective of the person concerned. |
| Self-reflection | To reflect critically and comparatively about one's own personality, behaviour and experiences. |

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| Sense of coherence (SOC) | Antonovsky's 'sense of coherence' is an important health resource. It exists if an individual can comprehend and manage the world in which he lives and if the demands of life are seen as challenges that are worthy of investment and engagement. The three dimensions of Antonovsky's 'sense of coherence' are therefore: comprehensibility, manageability, and meaningfulness. |
| Setting | A clearly defined place or social context (e.g. work-place, school, hospital, youth centre, family). |
| SMART objective | SMART objectives are 'Specific', 'Measurable', 'Achievable', 'Realistic' and 'Time-limited'. |
| Sponsoring | Financial backing of projects by institutions and private funding (third party funds). The sponsors do not make conceptual demands on the project but are usually given the opportunity of using the project's channels for advertising. |
| Stakeholders | Stakeholders in a setting or in an organization are groups whose members have certain expectations (of the setting or the organization) or who may make demands. They include individuals: who are involved in providing a service (e.g. collaborators), who influence the service provision (e.g. partners, authorities), or who are touched by the service provision (e.g. clients). |
| Strategy | In projects, strategies describe the approximate causal pathways of the planned intervention(s). The formulation of strategies contributes to making implicit effect models explicit, and thus allows one to reflect on and reconsider those models. Strategies are defined along with project objectives, and together they form the basis for defining specific measures. |
| Strength | A higher than expected positive quality (of a project) identified by means of systematic reflection and assessment. |
| Structural quality | The quality of the structural conditions. They include objective and subjective need, resources in terms of personnel, finances and professional know-how, as well as conceptual and legal bases. |
| Supervision | Usually refers to a process of professional support based on a personal relationship between individual practitioners and encouraging reflection on professional practice. |
| Sustainability | Effects of a project which last longer than the project itself. |
| Sustainable development | The concept of "sustainable development" is designed to achieve a balance between resource consumption and regeneration in order to ensure the continued existence of a just society with a functioning economy in a sound ecological environment, or to develop it in this direction. |
| Systematic | Action and reflection is systematic only if it is planned, structured and following a set of criteria. |

| **T** | |
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| Target group | Population groups or stakeholders in a specific setting which will be affected by the interventions' objectives and measures. |
| Total Quality Management (TQM) | A comprehensive management philosophy based on the participation of all members with quality as the central concern. |

| **V** | |
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| Valorization | The act of preparing, sharing and exploiting the insights, experiences and evaluation results of a project. |
| Vision | A vision includes the long term perspective of a desirable future state, which goes beyond the duration of the project. It is the guiding principle of a project. |