Welcome, to this edition of the Time to Move on Newsletter, covering the December 2020 workshops on Measuring and Monitoring Outcomes and the Models of Good Practice in decongregation

Genio and the HSE organised two virtual workshops in December 2020 to explore the topics of Measuring and Monitoring Outcomes & the Model of Good Practice, which are two key issues faced by organisations undergoing decongregation.

The workshops provided an opportunity for service providers to come together to view presentations and hear the evidence gathered by Genio Researchers through their targeted interviews with service providers. At each workshop, the research team presented an overview of the key findings that had emerged under the selected themes. A number of co-presenters from the service providers also spoke candidly about their experience on these topics.

We wish to thank all of those who took the time to present at the workshops

   Dr Niamh Lally
   Dr Ciara Brennan
   Ms Deborah Harrington, HSE Disabilities, Cork Kerry
   Ms Selina Doyle, St Patricks Centre

Also, we thank our colleagues who facilitated the break-out rooms and everyone that contributed in the wider discussions throughout the events.

An overview of the workshops is provided in this newsletter and if you would like email copies of the presentations from either of the December Workshops, please email us at timetomoveon@hse.ie

Decongregation & Monitoring Outcomes

Webinar I: 1st December 2020

SRF Action Research Team

Time to Move on From Congregated Settings
National Resources
December 2020

Suzanne Moloney
National Disability Specialist
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SRF Disability Action Research: Decongregation

New Models of Practice

Dr Niamh Lally
Dr Ciara Brennan
08.01.2020
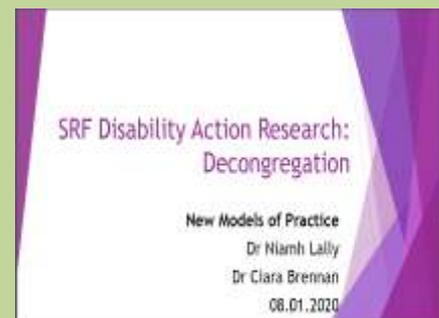
Transforming Lives
Programme to Implement the Recommendations of the "Value for Money and Policy Review of the Disability Services in Ireland" report

Workshop 1- Measuring & Monitoring Outcomes Webinar

What the research is showing us:

Within current monitoring there is a mismatch between

| *What we are doing* | *vs.* | *What we want to do* |
| *(current information gathered)* | | *(information we want to capture)* |

| *A focus on fulfilling regulation* | *vs.* | *Really listening to people &* |
| *& demonstrating governance* | | *thinking about their quality of life* |

Services want to measure the outcomes and impact on people's lives and demonstrate the true value of the work on the lives of the people they are supporting.

Key areas we may want to "measure"

Choice and control

Community Participation

Culturally Valued Analogue

Individual Experiences

Personal Development

Quality of Life

New opportunities

Social Valued roles

Key Advice from service provider presenters about monitoring:

- It is important to look at life now (early on in the process/before decongregation), so that you can benchmark how life changes for each person
- Services need to intentionally create a forum and support structure that enables a focus on qualitative aspect of the work. This needs to be given time, support and resources.

Benefits & Drawbacks to be considered when measuring outcomes

Measuring outcomes provides evidence:

- To challenge practice and thinking to keep moving forward
- To demonstrate the benefit of changes in practice
- Gives a basis for actions and decisions
- To justify investment and demonstrates the "return" on revenue

The information collected can be used:

- As part of the conversation with families
- To benchmark progress and maintain a focus and prevent slippage
- To demonstrate the direction of travel and progress with regulator and other stakeholders

The Drawbacks:
- The time needed
- Additional paperwork

Main discussion points from breakout rooms

The areas/topics that services want to focus more attention on:

Training/Support

Training is needed at all levels, but there needs to be mentoring as well as training.

It needs to be more collaborative approach.

It needs to be ongoing, with peer to peer sharing and a community of practice.

Families & Communities

How do we support and "educate" families? The need to create opportunities to support families with "family to family" engagement.

What is the role of the community in delivering community support?

Measuring Outcomes and taking a rights-based approach

There needs to be a focus on how we are supporting each person's rights. Can we develop a rights-based framework that reflects the UNCRPD?

How do we align a rights based framework and QoL outcomes tool?

Understanding the models of practice and good practice principles:

SRV and SSDL practice has to be embedded. Providing space for teams to make decisions and mistakes without blaming, creates opportunities to improve services.

There needs to be support and guidance as to what is a **social model of practice** and what is **person-centred practice**- different interpretations exist as to what this is really about.

Moving from a social and a medical model is not always understood and there is a challenge around managing risk and responsibility. This can be particularly evident in the areas of medication administration and management

Practical support required to measure outcomes effectively

- Streamlined documentation at a local level – critically review the reports and drop what is not needed in the community, anything that is a legacy brought out form the "institution" that is not fit for purpose
- National guidance on outcome measurement tools
- Strategic planning at national , CHO and organisational level that will deliver:
  - > Support for staff to prevent the "lone ranger" approach- buddy system- peer to peer support
  - > Structure to "calm the chaos", and create the space for learning, reflection and sharing
  - > Ongoing education and training- recognising this is not a one-time one-person fix

Workshop 2- New Models of Practice Webinar

What the research is showing us about the new model of practice:

What is it and what does it look like?

Moving from an institution to home in the community
There is no "one size fits all" for living in the community
Embedding a new life in the community takes time

Some of the common features as services move from a traditional model to a rights based approach:

At an Organisational level:
Positive Risk Taking
Smaller ratios
Flexible Support
Access to transport

At a Cultural level:
Offering and respecting choice
Person Centredness
Positive Risk Taking
Culturally Valued Analogue

Key Comments from the Service Provider Presenters:

- Balancing regulatory compliance and a service that delivers a "compliant life" with a "good life".
 Intentional work is needed to enable supported self directed living rather than just "compliance" in the community
- Achieving decongregation requires the "hardware" and the "systems" to be put in place – but the work after this is critical in terms of what life is like for the person
- Consider three lenses " Good Life", "Risk Enablement" and "Active Citizenship"
- Culturally Valued Analogue
- Having difficult conversations is necessary

How to achieve the change in model of practice

Establishing a clear vision and pathway

Moving from a vision to a plan

Having clear governance

Challenging deeply embedded institutional practices

Key Comments from the Service Provider Presenters:

- It is important to have visible leadership.
- To shift the culture and model of practice enough people are needed to make the change
- There has to be collective responsibility. Stakeholders outside of the service provider need to be brought on board- Unions, local authorities, the HSE etc

How do we sustain the change?

- **Keeping the wheels in motion and maintaining momentum**
- **Develop a supportive team- smaller closer knit teams**
- **Attention to the "relational" team, the match of staff & the larger impact of that on the model of practice.**
- **Ongoing active management and manager involvement**
- **Strong supervision and support structures**
- **Training to sustain "growth" in practice**
- **There is a risk around "slippage" or "settling"- a focus has to be maintained on the good work and delivering ongoing progress**

Key Comments from the Service Provider Presenters:

- Action learning analysis as an enabler to sustain interest, motivation and learning.
- Cycle of reflect-critique-reflect.
- A troubled heart , A discerning Nose, A determined spirit *(Bob Foreman 2017)*
- Providing role clarity in job specifications – supports staff security, wellbeing & satisfaction through clarity and ownership of clear role
- Accessing the "Third Sector"- the community and voluntary sector in wider society

Main discussion points from breakout rooms

- Training is needed at all levels , but particularly senior staff
- The importance of the vision
- The importance of communication- "bringing staff with you"
- Need to learn how to navigate the third sector
- The need for service alignment (the hardware, structures , systems)
- Staff matching
- Moving from "compliant lives" to the "good life"
- Importance of charting /documenting what is happening as we go
- Capturing the learning as you go along
- Caution around "saturation" in a community- need to be more creative and take a broader approach

Questions that emerged:

Challenges with the Unions "Do we all have to do this or can it be done nationally?"

How do we embed learning /experience in practice?

Actions to be followed up:

- Build the community of practice with ongoing workshops and learning events
- Develop peer support & learning opportunities including visiting other services
- Using Action Learning Sets and Reflective Practice cycles
- Access ongoing training and SSDL support

During Workshop 2, a short presentation was delivered to signpost all the resources developed nationally that are currently in place to support organisations with their decongregation projects. All documents are updated as required and additonal resources are being added on an ongoing basis. The current resources avaialbe include:

- **Project Action Plan Toolkit** - Suite of documents to support providers to plan and implement decongregation
- **Community Living Transition Planning Toolkit-** Guide service providers through the process of supporting each person to develop their plan to move into the community
- **Communication Stakeholder Mapping Tool** and **Key Messages Guide**
- Time to Move On **FAQs**
- **Making a Home & Making a Home Easy Read :** A practical guide to creating an home and supporting the move to community
- **Briefing Notes for Target Audiences**: Family Members , Staff Members , Board Members & Senior Managers, Public Representatives
- **Time To Move on policy – Easy Read**
- Supporting People with Disability to Access **Appropriate Housing in the Community** (Guidance Document)

All the resources listed above are available on our dedicated webpage www.hse.ie/timetomoveon

"Share the learning":Resource Register & **Easy Reads Resource List:**
A register of resources reviewed that covers key topics including: ageing with a disability, dementia care, palliative care, behaviours that challenge, community inclusion, organisational and staff development, capacity building etc. and a register of Easy Read resources. If you would like a copy of either of these resources, please email the team at timetomoveon@hse.ie

NEXT EVENTS:

Genio and the HSE are hosting a further two online learning sessions in February 2021 as follows:

Workshop 1: Taking a rights-based approach when   **Weds 3rd February from 9.30 - 11:30am**
supporting people to move from congregated
settings to the community

Workshop 2: Navigating and Engaging   **Weds 10th February from 9.30 - 11:30am**
with the "Third Sector"– the community.

To register for either or both events please confirm name, address, role, email, contact phone number, to louise.conlon@genio.ie