



Time to Move on Newsletter Special Edition



Welcome, to this special edition of the “Time to Move on” Newsletter, covering the recent workshops held on “Lessons from a Congregated Site: A teaching case”.

In this issue:

A focus on the recent workshops

Lessons from a Congregated Site – A Teaching Case

Hearing from other services

Recurring Themes

Resources Available

Workshop Evaluation

Next Steps

What were these workshops about?

Genio and the HSE organised two Training and Development workshops to explore the choices faced by organisations currently undergoing decongregation, with shared learning from a Teaching Case Study and the experience of a number of settings.



Structure of the Workshops

The morning session at each workshop began with an overview on the findings from a Teaching Case Study completed by the **Service Reform Fund Action Research Team** in a congregated setting. Details of this case study are included on Page Two of this newsletter.

Following a number of themes from the case study, the Action Research team facilitated detailed discussions around the approaches which can be taken to address issues that arise in decongregation and the merits and demerits of these. The following themes were explored:

Organisational restructuring for decongregation

Leading through a change programme

Changing culture and practice in decongregating organisations

How do we safeguard against the development of ‘mini-institutions’ ?

In the afternoon there were presentations from settings that have undertaken and made significant progress in decongregating. These presentations highlighted the unique circumstances of each setting, the specific challenges and learning of each and provided an opportunity to reflect on the themes discussed in the morning session.



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Who attended the workshops

Participants were invited from a number of organisations/settings that are in the earlier stages of the decongregation process. The workshops aimed to provide a forum for people to exchange experiences, best practices and ideas related to current and emerging issues associated with decongregation.

To facilitate maximum participation the workshops were delivered on two dates and the numbers attending were limited.

The people attending, included those working at various levels within the many organisations and from a range of disciplines.

At the Limerick workshop:

Brothers of Charity Limerick
Catholic Institute for the Deaf
Cope Foundation
Cheeverstown
Cherry Orchard
Daughters of Charity
HSE Cork Kerry CH
Sisters of Charity Cork
St. John of God Beaufort

At the Dublin Workshop:

Cheeverstown
HSE Cherry Orchard
Catholic Institute for the Deaf
Daughters of Charity
HSE Services: Donegal and Sligo
HSE St. Joseph's IDS
Laura Lynn
Sisters of Charity Donnybrook
SJOG North East
Sunbeam House Services

This brought a range of experience and perspectives to the workshops which was instrumental in informing the discussion on both days.

We would like to thank all those who attended for their engagement and openness in discussing the issues and their willingness to contribute to the discussion.

Lessons from a Congregated Site: A Teaching Case

The teaching case study presented at the workshops was completed by the SRF Action Research Team, **Dr Niamh Lally** and **Catherine O'Leary**.

The information for this was collected by the Action Research Team during a series of qualitative interviews with members of staff in one organisation who were two years into their decongregation programme.

The teaching case represents the real time experience of a change management team in the midst of an on-going change programme. The teaching case provided an opportunity to identify key factors which may influence the process through the exploration of one setting in detail. It highlighted the important choices which must be made as well as the benefits and trade-offs which may result for those leading decongregation programmes elsewhere.

At each workshop the Action Research Team presented an overview of the case study and the key themes that emerged. As the teaching case represents different points of view, different choices and strategies which are all grounded in the lived experience of a change process, this provided a vehicle for discussion and presented a set of choices to stimulate conversations.

If you would like a copy of the Teaching Case Study, please email us at timetomoveon@hse.ie



Presentations

At each workshop, a number of presenters spoke candidly about the experience of decongregation in their service. This included the drivers, the challenges, the successes, the lessons learnt and indications of all the work still to be done. We wish to thank all of those who took the time to present at the workshops and contribute in the wider discussions throughout the days.

The workshop organisers also wish to extend a work of thanks to Ms. Selina Doyle, Interim CEO, St. Patrick's Centre who was on hand to provide clarification and additional information as questions arose from the floor during the two workshops.

Dublin Presenters

Tim O'Sullivan, Director of Nursing, Cregg House
Paula Doyle, Project Lead Transforming Lives, St. John of God, Drum
Breda O'Neill, CEO St. Margarets IASD, Donnybrook, Dublin

Limerick Presenters


Deborah Harrington, HSE Project Manager, St. Raphael's Centre, Youghal
Maura Gavin, Transition Co-ordinator, Aras Attracta
Breda O'Neill, CEO St. Margarets IASD, Donnybrook, Dublin

Recurring Themes that emerged from the Workshop:

- **Vision and Leadership:** The vision/organisational ethos must be clear. This is the benchmark with which the service progresses.
- **Communication:** Communication is a critical element of decongregation. Consistent and authentic messaging is critical. Community Living is not a phase.
- **Expectations:** Managing expectations is critical to retaining credibility. This is true for all stakeholders.
- **Language:** Language is a powerful tool. Buildings may be closing but services are not closing.
- **Culture:** The importance of "the way we do things around here"
- **Culturally Valued Analogue:** A way of 'thinking typical' in order to ground people with disabilities in ordinary life by asking '*how would anyone else get X done?*'
- **The importance of Capacity Building**
- **Protect the process**
 - Staff need support
 - Celebrate the wins across the organisation
- **Concept of a new home:** This is the first step in the journey. The concept of home is critical. Any conversation about a home should reference the person's name, not the house name.
- **Keeping going:**
 - Important to safeguard against "group think"
 - Explore new roles for people, as family members, neighbours, community participants
 - Intentional safeguards will help prevent slippage to institutional ways




Below are screenshots of some of the slides from the presentations:



"A society grows great when old men plant trees whose shade they know they shall never sit in"

Old Greek Proverb



Learnings

- Start as early as possible
- Communicate with families on an individual basis
- Transition House
- Every transition is different
- Build on staff's strengths
- On site Transforming Lives Team
- Working relationship with all stakeholders

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Critical Success Factors

- Genio supported SRV/SSDL Training
- Union engagement
- Regular and open engagement with residents and families
- Community Transition Coordinators
- Implementation Group with internal and external expertise
- Support from Estates
- Procurement of vehicles



"Do the best you can until you know better. Then when you know better, do better."

Maya Angelou



Learnings

- * Acknowledge where you have come from
- * Emotional Journey
- * Celebrate achievements
- * Don't become settled
- * Expect the unexpected
- * Have a contingency plan
- * Inputs from all Departments

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Key Learning

- Clear vision
- Non-negotiables
- Envision the end game and work backwards
- Work with people who are ready now
- The power of Language ..watch yourself..support others..
- Find money and time for investment in staff development. Until we know another way staff can revert to old ways of thinking and doing...a new home means nothing if it is run in an institutional manner..
- People, especially families and staff need to **see** what you are proposing..the unknown can be very scary (even if the here and now is not great)
- IR, staff engagement, be clear on terms, no ambiguity consistent message
- You are not on your own ...Ask for help..this journey is common now across the country, if you don't know..find someone who does
- Celebrate the small things, take time to reflect and celebrate the small wins

If you would like email copies of the full presentations, please email us at timetomoveon@hse.ie



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Overview of Resources to support Decongregation



During both workshops, 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 additional resources are being added on an ongoing basis. The current resources available 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**: 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

Videos & Website resources

Videos featuring residents that have moved from congregated settings and capturing the views of family members and staff that have been involved can be viewed on the Genio website <https://www.genio.ie/videos> or the Time to Move on webpage www.hse.ie/timetomoveon



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Additional Resources



“Share the learning”: Resource Register

We log all the material and sites that we review as part of the Time to Move on project. This register is organised by topics and themes. The key topics covered include: ageing with a disability, dementia care, palliative care, behaviours that challenge, community inclusion, organisational and staff development, capacity building etc.



Easy Reads Resource List

The Time to Move on group have sourced a range of Easy Read material in their work that is relevant to a wide range of people with a disability. We have developed an Easy Read reference list as a way of sharing the information.

Please note, inclusion of any document on either list should not be considered an endorsement by the HSE, unless stated on the particular document.



If you would like a copy of either of these resources, please email the team on timetomoveon@hse.ie and we will send you the latest version.

If services have additional resources or Easy Reads they wish to share or have added to the list, please email us on timetomoveon@hse.ie as we update the lists periodically.

Evaluation : What did the participants find most valuable?

- The honesty and practical nature of the presentations and the relevance of the experiences of decongregation
- Networking and sharing of experiences is invaluable
- Learning about Action Learning Analysis & **Culturally Valued Analogue**
- Hearing that residents should not stand out they should just fit in
- Getting an insight into what is happening nationally and guidance for services starting the transition journey
- The interactive nature of the case study and the opportunity to share and discuss
- Importance of remembering good news stories
- Shared experiences – practical advice rather than just theory; not just good stories- real genuine issues and how they were resolved
- Relevance of **Quality of life** measurements and SSDL Training

Key Success Factors

What is creating solutions and driving policy implementation in sites where good progress has been made?

LEADERSHIP:

Clear, supportive and driven leadership

KEEPING IT LOCAL:

Supporting local decision making and local responses

COMMUNICATION:

Prioritising & supporting meaningful engagement and communication



What do participants want support with after the workshop?

- Follow up workshops on:
 - Specific roles Project Leads, management, frontline staff
 - An honest module on funding and the funding challenges
 - To run the workshop with Team Leaders
- More networking /communication:
 - Devise a network to share /improve networking
 - A Working Group to meet more often
 - Quarterly conference call on de-congregation
 - Potential for cross learning on IR issues
- To hear from:
 - Different disciplines about how they fit in the decongregation process
 - Individual staff/service users/family who have completed the process
- More Information on:
 - Issue of people living together/compatibility
 - The limitations of choice due to resource issues
 - Social housing /housing / high density neighbour hoods
 - Tapping into community resources and how to build capacity in communities
 - Culture Value Analogue
- The importance of supporting staff through the process
- To discuss moving from medical to social care model – challenges / experiences
- To focus on next steps, further improvements where decongregation has been achieved for the most part / continuous improvement.

Next Steps...

Two further workshops are due to be held in September and December this year. These will build on the February workshops. The HSE in collaboration with Genio will be hosting these events.

The feedback from participants highlighted the demand for more peer-networking opportunities and for more facilitated workshops where discussion is focussed on key themes such as finance, person centred planning, HR and reconfiguration. The Time to Move on group will be following up on this in collaboration with Genio.



We would welcome enquiries from any change team or management team that would like to organise a workshop for their team or attend a larger event. Subject to demand and availability, additional events will be scheduled with the support of Genio and Action Research team. Please email us with any enquiries to timetomoveon@hse.ie



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