

Talking Points

Personal Outcomes Approach



Welcome to our first Outcomes Update!

Welcome to first edition of our newsletter, we hope you enjoy reading it and hearing some of the Stirling stories of outcomes in practice as well as the ongoing work of the Joint Improvement Team in support of Talking Points: Personal Outcomes Approach.

By being involved in the exploring outcomes sessions we have appreciated being able to share in discussion with staff around outcomes and it's been very encouraging to hear very specific ideas for change within staff's personal reflections and to see some of those ideas being actioned through the work of the reflective discussion groups. We value these ideas and see the ongoing participation of staff in directly influencing changes to systems, processes and culture as being fundamental to the implementation of an outcomes approach across social care and with our partner organisations.

We are committed to improving outcomes for service users and carers and to providing the necessary support and feedback to staff to do this. We believe the outcomes approach involves all of us whatever role we have and impacts on all service areas and the ways in which we engage with each other. We want you to take time within practice discussions, supervision and team meetings to talk about outcomes and to feel confident in proposing ideas for change and improvement.

'Doing more of the same won't work. Increasing demand, greater complexity and rising expectations mean that the current situation is not sustainable: Tomorrow's solutions will need to engage people as active participants, delivering accessible, responsive services of the highest quality and promoting wellbeing.' *Changing Lives (2006)*

Shiona Strachan, Service Manager, Assessment & Care Management
Maureen Dryden, Service Manager, Direct Provisions

So, what's it All About?



Input

The Talking Points: Personal Outcomes Approach has been developed by the Joint Improvement Team (JIT) to support a focus on the outcomes important to users of social care services across all care groups and their unpaid carers. The key objective of this approach, as described by JIT is to obtain a holistic picture of the service user's life and the goals they want to achieve and to move away from the more limited exercise of matching individual needs / problems to a limited range of services.



Process

The first stage of implementing this approach across Social Care involved the delivery of initial awareness events. Since November last year the PDU have delivered 12 one-day sessions which have been attended by over 170 participants, including staff from social care, health, voluntary agencies and partner providers. This will be a rolling programme and further dates are planned for the autumn. Overall feedback from the sessions has been positive with staff feeling encouraged and empowered to begin to deliver services in an Outcomes way:



Output

“ A return to basics – listening to what people say they want rather than us telling them what they need, ensuring the service user is at the centre of any contact / involvement we have, being creative in our responses rather than fitting square pegs into round holes ”

We are now partway through the first cohort of Reflective Discussion Groups which forms the second stage of implementation. This will be shared in more detail within the Newsletter and those of you who are interested will have an opportunity to be involved in future groups.



Outcome

If you wish to read more about the Talking Points: Personal Outcomes Approach, visit [the PDU page on the Source](#), where you gets lots more information including materials from the initial awareness event, links to the JIT and Community of Practice websites as well as information and articles about where this approach has been successfully implemented elsewhere.

Feedback: Initial Awareness Sessions

Personal Reflections

Over 170 staff across social care, health and partner agencies have now participated in Exploring Outcomes sessions and have shared valuable feedback and ideas through their personal reflections.

The PD Unit have worked to collate and analyse this feedback with a view to both promoting the breadth of understanding that has been generated by staff about Talking Points: Personal Outcomes Approach as well sharing the positive and purposeful ideas

staff have for implementing an outcomes approach across Stirling.

In summary, staff have embraced the outcome approach as a positive development for both individual and organisational practice responding that although it is primarily about improving outcomes for service users and carers it also has the potential to improve engagement between staff and managers and reinforces core professional values and learning in practice.

Grouping together staff responses according to shared themes has identified key categories of meaning in relation to:

Q What does Talking Points: Personal Outcomes Approach mean for my day to day practice?

- ★ Centrality of service users
- ★ Discussion/Engagement with service users
- ★ Creative approaches
- ★ Bringing a focus to practice
- ★ Comprehensive organisational change

Q What is the impact of the current culture for service users and staff?

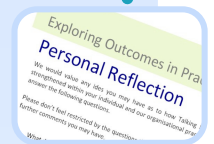
- ★ Rigid and restrictive services
- ★ Service users fitted in to available services
- ★ Service led approaches – focused on outputs
- ★ Frustration, low aspiration amongst staff

Q What will best support the implementation of an Outcomes Approach?

- ★ Focusing on centrality and expertise of / openness with service user
- ★ Open feedback loop between management and staff to monitor outcomes improvement
- ★ All staff feeling involved in the process

Staff's ideas that linked these categories highlighted the importance of:

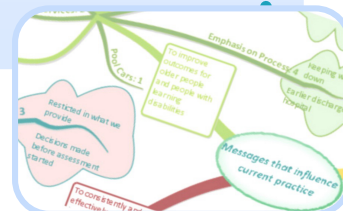
- ★ Outcomes being the starting point of engagement with service user and of team meetings and supervision
- ★ Permission/freedom for staff to work in an outcomes way
- ★ Sharing good practice stories
- ★ Creative thinking / shift in thinking



Feedback: Initial Awareness Sessions

Some of these ideas have already been progressed through the Reflective Discussion Groups and other actions, they also confirm staff's realisation of outcomes as being a whole systems approach not limited to specific tools or processes and create a clear sense of internally set objectives against which we can measure our progress as an organisation towards implementing an Outcomes approach.

Further in depth detail of the **analysis of staff's personal reflections** is available on the source or copies can be requested from the PDU.



Like more information?



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Recent Evidence: Joint Improvement Team

Using Talking Points in Practice The Role of Practitioners

Over the past few years, a body of evidence has emerged from partnerships and providers about how best to gather information on outcomes from service users and carers. Learning from these organisations can be summarised as follows:

- ★ Information on outcomes should be gathered in the context of a semi-structured encounter between the practitioner and the service user or carer.
- ★ The conversation around outcomes should be embedded within existing processes, may take place over a number of encounters, and in a variety of ways.
- ★ For assessment and care and support planning, it is not necessarily useful to ask a series of direct questions in relation to Talking Points outcomes. Instead they should be used as a prompt for the practitioner to ensure they have covered all key issues in their discussions. This is a skilled process.
- ★ Consistent recording of information on outcomes requires time and feedback within supervision and support sessions.
- ★ Processes for recording information on outcomes should be developed in collaboration with practitioners and support good practice.

A range of tools and approaches have now been developed to support the inclusion of individuals with communication support needs, these can be accessed from the JIT website.



Taken from; *Talking Points: Personal Outcomes Approach. Making use of information on service user and carer outcomes* Ailsa Cook and Emma Miller (2010)

In Detail: Reflective Discussion Groups



During the Exploring Outcomes sessions, staff have expressed interest in having further discussion around the implication of an Outcomes Approach for specific areas of practice. This had led to the setting up of a range of Reflective Discussion Groups involving a mix of staff across services and partner agencies within each group with an emphasis on generating and collating staff's ideas based on experience in practice as to how the Outcomes Approach can be developed and made sustainable across Social Care.

Intermediate Care, Supervision and Reablement. Each group has drawn up an action plan identifying specific areas of activity which members of the group have taken on to support an outcomes approach within that area of practice. Some of these activities are commented on in more detail elsewhere in this newsletter, others that are ongoing include; developing guidance for outcomes focussed assessment, gathering service user stories of reablement, clarification of roles and responsibilities within intermediate care, developing outcomes focused supervision tools.

To date we have four Reflective Discussion Groups, with focused themes of Assessment,

Please follow the link to the [four action plans](#).

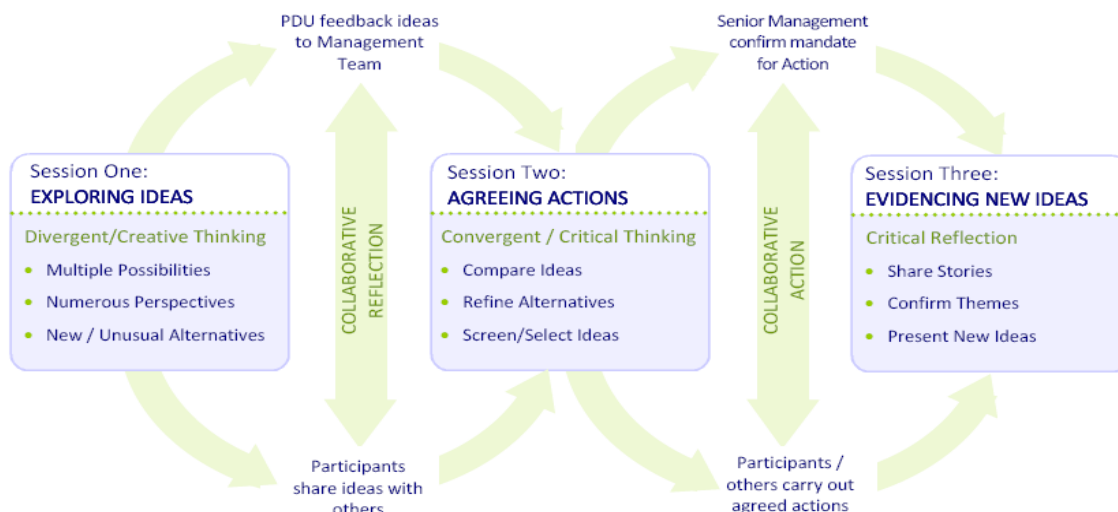
A member of the Outcomes and Assessment Group has said of their involvement;

“ I felt valued from having the opportunity to discuss with colleagues how we can help achieve better outcomes for people. Being given time to explore colleagues concerns and understanding of the outcomes focussed review says to me that someone is listening and wants to make this work. ”

There will be further Discussion Groups starting up in the autumn, with possible themes of Communication / Recording, Transition and Statutory Involvement.

Interested in becoming involved?

If you are interested in taking part in a group please discuss with your line manager and contact us at the [PDU](#). Further details of groups and dates etc will be circulated in due course.





Stories: Reablement Carers



Model of staff support & supervision

Both nationally and within Stirling, the links between Talking Points: Personal Outcomes Approach and **Re-ablement** have been emphasised.

One of the actions agreed within the Outcomes and Supervision reflective discussion group was to gather feedback from Carers who have become involved in Re-ablement both about their new role and about the ways in which they were being supported and supervised.

Carers completed a brief questionnaire and in addition carers and managers took part in a focus group discussion facilitated by the PD Unit.

The key messages carers gave about their new role was that it was about taking a step back to let the service user do for themselves. At the same time carers felt more involved with service user needs and the assessment process than they had done in their previous role, and found it encouraging to seeing the outcomes of their support and goals being achieved.

Managers too have felt they have got to know carers and service users better than within the traditional care at home service and both carers and managers valued the role and support of OTs within the team. It's much easier and feels more supported having an OT involved.

Overwhelmingly carers highlighted their sense of being valued, kept in the loop and listened to. In particular carers appreciated being able to speak with someone when they phoned the office and sensing there was always someone to get advice from. Group supervision is easier than before because the nature of the work gives more to talk about and with a smaller size of team it feels more comfortable to share and discuss practice. *"Before I felt just like a number, now I am being asked for an opinion".*

Two particular comments made within the questionnaires were effective in summing up the views of carers:

“ I feel more valued as my opinion is listened to; being able to contribute to assessment and review makes a difference. Better relationships with service user and staff as working in small team — better support. ”

“ Re-ablement is the way forward, it's very reward to see the difference in the service user. Very fulfilling job, less task orientated. It's more about the service user relationship and about encouraging them to do for themselves. It's service user focused—the right way to work. ”

A **full transcript** of the questionnaire responses is available on the source, or a hard copy can be requested by contacting us.



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Service User Stories

Mrs M

Mrs M aged 72 lived at home with her husband with supportive family nearby. Mrs M had been admitted to hospital and on discharge was assessed as needing support with personal care, washing, dressing and showering, seven days a week.

Re-ablement commenced the day following Mrs M's discharge from hospital and by week six, with the installation of a wet floor shower room Mrs M no longer requires assistance or supervision and is fully independent with personal care and is discharged from the re-ablement service.

Here are some of the comments about the re-ablement service from Mrs M, her husband and staff involved in their support:

Mrs M

“ I wasn't mentally ready to be discharged home. The re-ablement service helped me to re-establish daily routine and they listened to my concerns and acted upon them. This allowed me to gain back control of my life. The team supported and understood my condition, which enabled me to work with them to increase my independence. This is a very caring and trusting team and this has been a very positive and worthwhile experience. ”

Mr M

“ It's very difficult to watch your wife struggle. This service has provided a great clarification in my wife's sense of achievement. I have seen an improvement in my wife's ability and the team have kept me in the loop and I never felt isolated. The service has helped to relieve carers stress and pressure that I was feeling. My wife was respected and I could approach the team at anytime for advice and support. The OT played a vital role within my wife's care which has resulted in my wife having her life back, having freedom of choice and independence. This is an excellent service which I hope continues. ”

Reablement Carers

“ The service makes you think differently about how we provide a service. It gives me the opportunity to use the skills I have learned to increase clients abilities to participate in tasks. Seeing a noticeable difference in clients makes me happy and provides great job satisfaction. The team dynamics are better and communication is better through direct contact with the senior carer and OT. I feel a valued member of the team and that I'm listened to. I now feel more confident within the Re-ablement Service and enjoy my job. ”

Care Manager

“ This is a valuable service, which has received excellent feedback from clients and families who've found the service positive and beneficial. The carers build up a rapport whilst increasing the main carer's confidence. Updates on Swift are excellent and progress and issues can be easily identified. It would be excellent for Stirling Council to provide this service long term. ”

Occupational Therapist

“ This is the way forward to keeping individuals at home for longer. We can assess clients over a number of weeks to ensure the right level of support is in place to meet care needs. The service goes back to basics allowing me to use core skills as an OT. We can view the client holistically and encourage client's participation in tasks. It is rewarding how clients progress and to see the team developing with the service. ”

For further examples of good practice visit the [Outcomes Stories](#) page within the PDU pages of the Source. To find out more about Reablement, contact any of the Care at Home Co-ordinators or Occupational Therapists.



Practitioner Stories

Colin Meehan has been working within Care Management in Stirling over the past year carrying out outcomes focused reviews. Here are some thoughts from Colin on his experience and learning from this work.

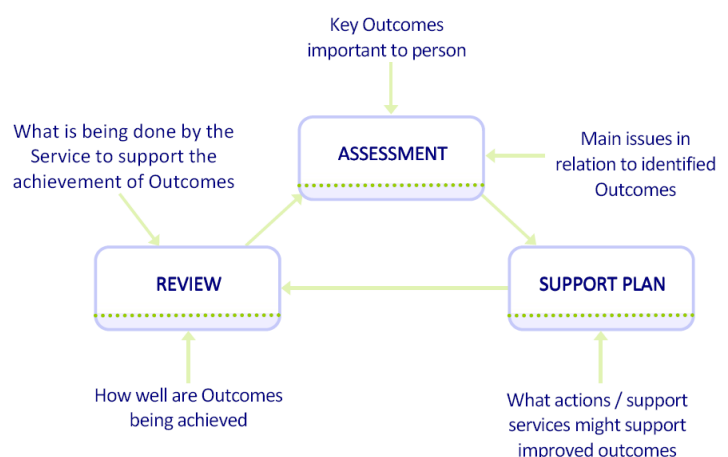
“ My first experience of using the Talking Points: Outcomes focused review tool was in Stirling Council. I was trained to organise reviews in a traditional social work needs / service led approach which involved assessment rather than concentrating on actual outcomes for individuals. Implementing an Outcomes Approach at first meant major changes to my social work practice. I had to focus on the person rather than the service they received. I discovered the outcomes review worked best when based on a communication style and strategy, which involved service users, family carers and support staff in a person centred partnership. All parties concentrated on the desired outcomes most important to each individual and recognised their personal goals, hopes and achievements.

The change of my approach was a gradual transition helped by previous experience and practice. It was vital that I prepared well before meeting service users by using all available information. Using an outcomes review system is time consuming and this has been acknowledged within Social Care. Allowing clients, carers and support staff sufficient time and opportunity to contribute prior to the formal review was imperative. The informal but structured discussions provided a forum which allowed an outcomes approach. Approximately half of the information required for the review was acquired during the initial contact meeting with the service user and supplemented by reports, which had been requested from providers. Service users, carers and support staff responded well to this informal but structured approach during introductory sessions. This process was supported by a pre-arranged agenda/ questions based on the review outcomes that were person centered.

The big question is how we can make it work for service users and ourselves. What has helped me is to acknowledge that service users have similar needs, wishes, goals and aspirations as the rest of society today and that their rightful place in society should be secure and not adversely affected by circumstances, conditions or the environment. ”

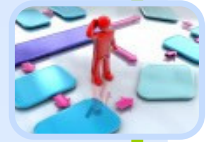
Colin will be continuing to work with us over the coming months to develop guidance and further support sessions for staff around the use of the outcomes focused review tool.

Kinds of information gathered within Personal Outcomes Approach:



Taken from; *Talking Points: Personal Outcomes Approach. Making use of information on service user and carer outcomes* Ailsa Cook and Emma Miller (2010)

Care Planning: Pilot Project



Following workshops with Team Managers earlier this year, the **Business Support Team** have been working with a group of practitioners in Care Management to develop an outcomes focused care plan. The long term objective is to fundamentally change the paperwork across assessment, care planning and review to better support person centred practice and more clearly distinguish assessment of agreed outcomes from the authorisation of the care plan and requisitioning of resources.

The group is currently working through the revised care plan and will be piloting its use within the next couple of months. It is anticipated that there will be specific learning events for staff and managers later in the autumn; to share the principles and practice underpinning the revised care plan based on the experience and understanding gained from the pilot.

The view from the Business Support Team:

“ We have really enjoyed
working directly with practitioners,
spending more time to get things right ”

and from a practitioner involved in the project:

“ Working in consultation with the Business Support Team
has been extremely beneficial as it has given
practitioners the opportunity to develop outcomes
focussed care plans that are efficient and
usable in ever day practice ”

For further information about the Care Planning Pilot Project please contact **Pete Wright** or **Margaret Reilly** in the Business Support Team or Pamela Armstrong, Lorraine Fields, Jennifer Schmidt, Karen Elder, Elinor Pollock or Phil Cummins in Assessment & Care Management.

Invitation: Share your stories

We hope you have appreciated hearing about the different ways in which Talking Points: A Personal Outcomes Approach is being implemented across the Stirling area. Please feel free to contact the PD Unit if you have any specific queries or you'd like more detail of any of the stories or information that has been shared.

As promoted within staff's personal reflections, we are particularly interested in gathering **more Stirling stories** of the outcomes approach influencing practice whether from individual practitioners, teams or service areas. Therefore we have developed a proforma for recording these stories which can be accessed on the source or by contacting the PD Unit.

The primary purpose of gathering your stories is to be able to circulate them across other staff teams and service areas, to better enable us all to appreciate, share and learn from the good practice that is happening across social care in Stirling.