

EVERYONE'S A WINNER
Achieving Aspirations through self directed support



Record of an experimental workshop event

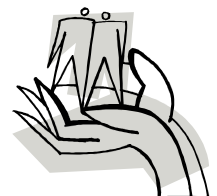
On: 23rd October 2009



'I started thinking "here you go again" but changed as the day progressed.'

'The day has been enjoyable and constructive.'

Compiled by Les Moore & Lesley Wilson
October 2009



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ABOUT THIS RECORD



Following a successful shared planning event in August 09 where stakeholders from across the city considered how to increase choice and control for people needing support, two further shared events were run. Today's workshop was a unique experiment, one in which people needing support, including family carers, were invited to work with council staff to design a new way of creating personalised support plans.

The aim of this workshop was to work in partnership with care managers and their clients to test out the self direct support tools and process, create support plans and the personal budgets required to take them forward.

The over-all purpose of the workshop was to:

- To identify strengths of the support planning process
- To reinforce with other people who use services and care managers the opportunities in self-directed support
- To identify care manager and client "champions" who could support others through the process.

This important shared planning event was the third of many meetings and processes in which each of the people who have a role, responsibility or involvement in increasing choice and control, work together to design and create the changes they want to see happen.

We began the day by sharing stories about people being successfully helped/helping others to achieve their aspirations. Participants then built on these ingredients of success by identifying the things they really value about the way things happen now and their wishes for the future.

Then they imagined a future in which:

You are enjoying a renewed independence and over the past year have fulfilled many of your aspirations, & those of your family, friends and employer. You are now busy stretching yourself to do even more.

It is these compelling images of the future for service users, and their carers that begin this record of this workshop, accompanied by information about some of their uniquely recorded support plans.

Amongst the outcomes of this experimental day were the basis of some real support plans, a simple new approach for recording unique support plans, some important ideas about the base line questions and answers required; and an emerging road map for the journey ahead.



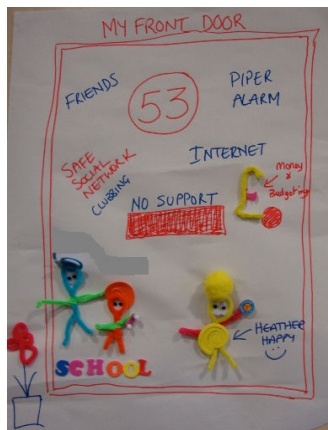
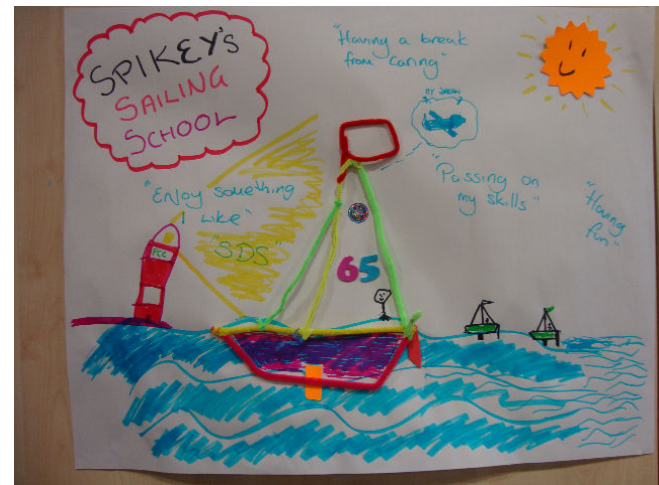
SUPPORT PLANS CREATED AT THIS WORKSHOP

"Allowing us to see both the forest and the trees"
Barbara Fredrickson



This image outlines the aspirations of one couple for a normal life – without chaos; including time for separate hobbies.

Spykey's sailing school is one of the hobbies this carer would love to achieve.



This is an image of some-one's own front door...symbolising independence and freedom and a happy family life

The picture symbolises what is important to John and that following his stoke one aspiration would be to complete a carpentry course / qualification to build his own corner computer desk which would also aid his recovery. Computers are a passion of John's where he can explore further options for activities, support and training.



We began the afternoon session by talking together about the difference between care plans and support plans.

We reflected that some of the key differences with support plans are that they are:

- Aspirational and outcome focused
- Done '**with**' not *to* people
- Unique – to the individual to whom they refer – not written on a format provided and completed by the council's care manager, but in any way that has meaning for and about the service user, and the carer
- Carers plans may be different or combined with the service user's plan if both agree
- They can be created and recorded by the service user themselves or on their behalf by anyone the service user selects to create their plan
- That everyone needs to think laterally to create support plans that really work for the person. This means thinking beyond existing services to other sources of ideas, support, resource and activity.
- Built on the best of personalised planning for people with learning disabilities, but enable a more focused & concise plan, without the completion of long forms.

This conversation reminded us about the need for open minds – stretching our thinking to ask what is possible; constantly questioning and challenging ourselves and others. In agreeing that each support plan should be unique, recorded in any way that the author wished, Jo and Eric provided the following 7 core questions, distilled from publications by the Dept of Health CSIP, and 'In Control', as guidance:

1. *What is important to you?*
2. *What do you want to change or achieve?*
3. *How will you be supported (including contingency planning)?*
4. *How will you spend your Personal Budget?*
5. *How will your support be managed?*
6. *How will you stay in control of your life?*
7. *What are you going to do to make this plan happen (action plan)?*

Participants addressed these questions when beginning the process of recording their aspirations for the future into their support plans.



One service user designed their support plan as a pie chart, with each area of the support he needed set out in a slice of the pie.

This powerful image will enable the size of each slice of support to be adjusted over time and in accordance with his changing needs & aspirations.

A carer mapped out his ongoing journey as a series of steps on "**OUR JOURNEY**": adding the outcomes he wished for in the centre; hoping that these would now be achieved.

					3 YEARS
THIS IS NOW				2 & HALF YEARS	
LEARNING CURVE – Enhanced Relationships Consistency Routines Less stressful Structure Full time carer Direct Payments In control – Real choices					
			2 YEARS		
		18 MONTHS			
	12 MONTHS				
6 MONTHS					

BREAKTHROUGH MOMENTS IN ACHIEVING ASPIRATIONS

These were some of the stories that informed our thinking through-out this workshop.



Reg’s Story

Reg and his wife are carers for his father in law. At first they had support though carers coming in and Reg continued working but it was difficult as different carers arrived at different times and as his father in law’s health deteriorated it became very stressful. Eventually, a breakthrough was made that allowed them to get a care package that suited them. **When they were able to get a direct payment, it allowed Reg to give up work and become a fulltime carer which has reduced the stress.** Whilst Reg did not ask for anything for himself, his powerful story highlighted the importance of paying attention to, and focusing separately on, the needs of the carer, as well as the person cared for.



Lisa’s Story

Lisa has been in residential care for 4 years. She wants more independence and have her own home. **This wish will**

come to fruition when she moves into a house on 2 November. She has lots to learn including how to budget. She wants her 2 children to be with her and have a family holiday at Butlins.

Some of the important learning from Lisa's story is that it is important not to take no for an answer, take small steps and aim high in your aspirations.

Rosemary's Story

Rosemary's husband had a brain injury which led to a dramatic change in circumstances very quickly. It was a very stressful time of change with lots of things happening and needing dealt with. It was difficult to cope and know where to turn for advice and support.

A direct payment has allowed her husband to recruit a male carer to take him out and this has provided more independence- previously he felt isolated and depressed. AS well as the direct payment, what helped enormously was discovering HEADWAY and the specialist support available. They have a better support package now which allows some opportunity for Rosemary to have some independence and she now has a hobby that she enjoys.

Rosemary's story highlighted the importance of working together with experts...finding the people who know most about some more specialised needs.

A Story told by Bev



2 years of agencies coming in – creating difficulties in living own life: the care provided regulated life not the other way around DP has given him **control over his life** so now has home care to facilitate his personal care allowing **control** over daily routines leaving to more **choice & independence – empowerment.**

Things that made the difference:

- **Empowering** someone through seeing the positives and helping that person become more **confident & raises self esteem.**
- **Support / Listening** and allowing someone to move at **own pace** – support ongoing to develop and **maintain self esteem.**
- Being part of a **supportive, accepting community** with shared interests – **Freedom.**

Bev's story highlighted the importance of the value of investing time and patience, and using deep listening to really hear about the person, their needs and aspirations.

Some themes from these stories

- Carers often suffer isolation and need support as well
- Don't take no for an answer – 'Aim High'.
- Don't assume Social Care has to have all the answers lots of people find help from other sources,
- Flexibility in getting support for clients
- Help to go back to work, retrieve self esteem, assist client to achieve their own dreams.

- Help and support is out here but not that easy to access at times.
- Care managers could be better at helping people to find other support as this helps people to feel more independent
- When things work well it's because access to help is made easy and common sense prevails.

Some things people really value about the way things are done now

- ❖ Quality of life improved
- ❖ Listen to music she liked
- ❖ Mental health improved
- ❖ Emotional health improved
- ❖ Reduction in professional involvement
- ❖ Relationships – Prof – Carer – Service User
- ❖ Commitment and determination
- ❖ Positive outcome
- ❖ Choice
- ❖ Live her life
- ❖ Less dependent
- ❖ Achieving goals
- ❖ People working together
- ❖ More to achieve
- ❖ Small steps

And some wishes for the future

- ◆ Would like there to be common sense applied within the system
- ◆ The process could have been speeded up as it would have benefited his father in law more while he was still able to engage in his care. His other wish is that he and his wife are able to plan for respite care well in advance because this is not how the system works at present.
- ◆ The future system is not as slow as the current one and that all the barriers are removed
- ◆ There is less worry and confusion supported by better information about what is available
- ◆ Shared approach rather than Health V Social Care need!
- ◆ Gardening/cleaning
- ◆ Enable time to care
- ◆ To be assured of continuation of care package throughout period of change to SDS.

A ROAD MAP FOR THE ONWARD JOURNEY

We reflected about what we learned by considering our own and other's evaluations of this unique experimental day. These were some of the milestones and opportunities for ongoing inquiry that emerged from our conversations:



Milestone	Line of ongoing inquiry
Refocusing on Carers	<i>Where & how are we best focusing on carers, ensuring that their needs are assessed and planned for in ways that they feel comfortable with; addressing their own distinct and separate needs as well as those of the service user?</i>
Smart budgeting	<i>When have we budgeted smart – what stories do we have from our personal/work lives in which we thought ahead, taking account of all the possibilities, potentials and contingencies - and made great decisions which hit the spot, and even saved you money in the longer term?</i>
Seeing the broader picture	<i>How can we best create an approach in which the needs of families are seen in the round, and are determined by the challenges they face, rather than the internal service arrangements for health & social care?</i>
New roles & opportunities for care managers	<i>As our understanding about the multiple new ways in which support plans can be developed and recorded, we can see new potentials for the roles of care managers, social workers, advocates and other support staff. How can all our stakeholders work together to identify the best of what Adult Social Care staff have to contribute to the support planning process? And how can everyone best work together to co-design new roles that build on the best, enhancing both the speed at which and the great ways things are done?</i>
Simple & accessible information and processes	<i>Everyone is in agreement that support planning systems will be easy to find out about and navigate in the future. How can we successfully collaborate with all stakeholders across the city, in co-designing accessible information, assessment and support planning systems?</i>
Focusing on aspirations & independence outcomes	<i>What do we know and what are our best experiences of ensuring a focus/refocus on independence outcomes for people and carers with support needs? As we work together to redesign new systems for support planning, how can we build on best practice – ours and others?</i>
Trusting people to calculate risk & manage their money responsibly	<i>When we begin from a position of trust, knowing that people will act responsibly, it enables us to reframe the ways in which everyone shares accountability for what happens. How can we all best explore and navigate these exciting complexities together?</i>

Ongoing Co-Design- Involving Everyone

When everyone is invited, those with the passion and energy for something new will step up and contribute. Here are the first volunteers:

OFFERS	REQUESTS
<ul style="list-style-type: none"> • Support Plan for older people living alone and at risk. Crisis 	<ul style="list-style-type: none"> • To provide more of these sessions in a way that

<p>intervention would like to be involved.</p> <p>V. Sampson.</p> <ul style="list-style-type: none"> • Swap shop for equipment website. <p>Jo Duffy.</p> <ul style="list-style-type: none"> • How to find other support and different types of packages. Support plan design <p>Julia Lonnkvist.</p> <ul style="list-style-type: none"> • More involved with the development of Putting People First – Specifically in developing choice and control for people with learning disabilities. <p>Heather Rogers.</p> <ul style="list-style-type: none"> • Like to be involved in Support Planning. Jo Rodd. 	<p>motivates and engages service users to participate.</p> <ul style="list-style-type: none"> • Please ensure support services e.g.; managing finances are working effectively and efficiently. • Other community based care services (not agencies) to be developed. • To make this work need to build the market place ready to offer different services – support needed for this for providers – business planning etc. • Less lengthy forms & boxes. More free flow esign/flexible.
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The upcoming Adult’s Social Care Staff Conference in December offers a unique opportunity to ask questions like:

Q: We have much to celebrate and more to learn about the things we are achieving everyday – the successes, both small and large; the things that are making a real difference to people’s lives in Plymouth.

Our achievements may relate to:

- *Making a real connection with a service user &/or carer, finding the key that dissolved the challenges they faced;*
- *Supporting a member of staff to gain new insight/embrace a new understanding & change/enhance their practice*
- *Making a really smart decision about the effective use of financial resources [council and other’s], one in which a broad view was used to tackle current & anticipated need and where contingencies were well accounted for.*

*Of all the things that you have achieved over this past year for the people with whom you work, what is the success that you are **most** proud of?*



APPENDICES

CONTRIBUTORS

PEOPLE WITH SUPPORT NEEDS	ADULT SOCIAL CARE STAFF
<p>John Swathridge John Thompson Lisa Bishop Roy Wallace</p> <p>CARERS Bev Nicholls Esme Wallace Margaret Swathridge Mr Matthews Mrs Thompson Rosemary Hurdle</p>	<p>Sam Sposito Eric Crayford Jo Yelland Roger Prouse Janice Howe Bev Harvey Len Bray Val Simpson Craig McArdle Heather Rogers Jo Duffy Jo Rodd Julia Lonnkvist Kate Jones Len Bray Madie Halifax Maureen Woodward Mike Wood Nicky Price Siara Mallick-Adams Sara Osborne Simon Mulville Sue Binding Ursula Godfrey Val Sampson</p>



PARTICIPANTS EVALUATIONS

What was the Highlight for you?

What are you taking away from this event?



<p><i>Meeting carers and service users and understanding their thought & feelings to help influence the future direction of the service</i></p> <p><i>Hearing the stories, seeing how the service is changing lives</i></p> <p><i>Meeting different aspects of the care business and other people in a similar situation</i></p> <p><i>The pictorial part & thinking through what a person might want with a carer</i></p> <p><i>Differentiation between care & support plans</i></p>	<p><i>A view that it's a journey which we all need to make together</i></p> <p><i>A sign of hope that my uniqueness may be accepted</i></p> <p><i>More understanding of the services and how my role fits in</i></p> <p><i>A lot of info & hope that we can achieve a personal budget</i></p> <p><i>More confidence with approaching this new</i></p> <p><i>Feel more positive & confident</i></p>
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About the process and approach

At the core of this work is a collaborative action research approach, called Appreciative Inquiry (AI).

*"The way that we know is fateful... The questions we ask, the things we choose to focus on, the topics we choose to inquire about determine what we find."*¹

Therefore asking about strengths and successes is more productive than focussing on problems and failures.

*"A compulsive concern with what's not working, why things go wrong and who didn't do his or her job ...demoralises members of the organisation, reduces the speed of learning, and undermines relationships and forward movement.appreciative inquiry starts a different kind of conversation, working with people's experience, energy and passion to create exceptional change...."*²

AI enables organisations to:

- Look for their successes and create images of the future based upon those positive experiences of the past
- Plan their evaluation and change processes as a powerful intervention into the system with the power to alter and shape the future of that system
- Benefit from and build on the continuity of the best of the past when innovating, creating, and delivering the change that is needed.

¹ David Cooperider

Participants engaging in this kind of process find it an energising, positive and creative way to work. Projects, which start by exploring strengths, have been found (David Cooperrider et al) to be most effective in achieving successful future developments and outcomes. AI was ideal for this visioning work as it helps people from very different backgrounds and perspectives to work together to share their ideas and plans for the future, and then to make this happen, in a conducive and open environment.

This day event was conducted as an appreciative inquiry into 'Everyone's a winner – Increasing choice & Control' and the activities followed the classic 5-D cycle of Appreciative Inquiry. The event was designed in collaboration with Jo Yelland and colleagues from Plymouth City Council.

About the Facilitators



Les Moore (www.mooreinsight.co.uk) is an independent consultant with thirty years experience working in Social Care to Assistant Director level, and for the Department of Health (SSI). She is a trained AI practitioner working over the past 5 years to facilitate change with a wide range of local organisations, national agencies & individuals. **07813**

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Lesley Wilson BSc, FCIPD

An experienced Organisation Development Consultant with considerable experience in Organisational Development and Strengths Based Change, Leadership Development, Executive Coaching, the creation, development and facilitation of communities of practice. Lesley has developed her knowledge and expertise in strengths based change over the last 8 years applying it to many aspects of her organisation development practice in the public, private and voluntary sectors in the UK and overseas. She has worked in Community Health and Care Partnerships to support the creation of Health Improvement strategies, with NHS Education in Scotland to support a pan Scotland change programme, captured the essence of learning journeys for leaders in the FE sector and supported a Scottish Government team to implement major change across Social Services in Scotland.