

EVERYONE'S A WINNER
Increasing Choice and Control across the City of Plymouth



Record of a shared planning event

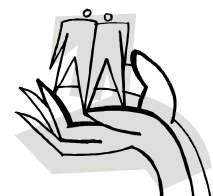
Held at: The Future Inn

On 13th August 2009



"It's like going to a really good dinner party, where we had really good conversations, but without the hangover".

Compiled by Les Moore & Lesley Wilson
August 2009



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ABOUT THIS RECORD

As the City of Plymouth takes forward the wide range of changes required to increase choice and control for people with support needs, staff from Plymouth City Council's adult social care transformation team organised a shared planning event, involving people who use services, carers, and stakeholders from across the city.

The intended outcome of this event was to create an informed and inspired outline process for involving a wider group of stakeholders in an ongoing and shared process of learning, change and development to strengthen and enhance arrangements for providing personalised care and support.

The over-all Project Aims are to:

- Change the lives of people requiring support, to independent lives in which they choose and control their support, activities and personal care arrangements
- Create a culture in which people requiring support, their carers, advocates and supporters work collaboratively with staff and professionals from across agencies to plan, commission and achieve their independent and normal lives
- Empower staff, practitioners, professionals and managers at all levels and across agencies to be 'can do', accountable and the key drivers of their own and other's ongoing learning, change and development
- Raise the profile of great, excellent and innovatory practice across Plymouth: identifying, celebrating and building on successes, however small
- Maximise the perspectives informing the detailed design of new systems, structures, service commissioning arrangements and provision of existing services ensuring that they are fit for the purpose of providing self directed support

This important shared planning event was the first 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 to achieve something they really wanted.

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 *'People with support needs are enjoying greater choice and independence; they are fulfilling their own aspirations and those of professionals and staff from across all agencies in Plymouth'*. It is these compelling images of the future that begin this record of the day.

Though these processes participants quickly developed a shared understanding of what needed to happen across the city and together we began to map the important next steps of the ongoing journey.

IMAGES OF THE FUTURE IN WHICH THERE IS CHOICE AND CONTROL FOR EVERYONE

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



Angela's lighthouse

This powerful image beautifully symbolizes the placement of the service user at the top of all planning – the beam shedding light on all her needs & wishes.

As we look down the lighthouse building we see layers of key stakeholders who have a role to play in supporting service users:

- Partnerships of workers
- Wider city stakeholder involvement, and

Beneath the waves –

- A 'bedrock' of government policy.

The Plymouth Rainbow contains all the key ingredients that make up the rich menu of choice & control in independent living. The menu includes:

- ❖ Effective transport
- ❖ A range of Independent Housing
- ❖ Entertainment opportunities
- ❖ Friends & family supports
- ❖ Financial resources



BUILDING ON THE BEST

Great Stories about where choice & control is already happening in Plymouth.

Angela's story

Angela's told a story about a recent long period in hospital where staff treated her with great kindness and sensitivity. They allowed her family to spend time with her and this helped her to feel less frightened and scared. Angela is now back in the community, living in her own flat, supported by her PA, voluntary agencies, family and friends. She feels safe.

It was as important to Angela to have informed, as opposed to unlimited, choice.



Dream Trip:



A social worker enabled her client with a debilitating condition to find motivation, the way and the means to fly to New Zealand to attend a family wedding. They discovered that by asking for help and support, they got it—from the airline, from family and friends, from professionals here and in New Zealand. Dedicated staff doing something different, working jointly with customer, family, PAs, airlines & friends; providing information, time to listen and taking risks together. *"Creating real choice really!!"*

One of the most powerful insights is that when you have a clear goal and a desire to 'make it happen', amazing things can be done but it requires both professionals and others to step beyond the boundaries of the safe and take some managed risks.

Paul's story



Paul's captured everyone's imagination with his compelling story about emerging from depression after being made redundant to where he is now. He made a long journey, with ongoing support and encouragement he found a way to overcome barriers, support himself and live independently. He has established good relationships with young people and neighbours on the estate where he lives, connecting with them through the music that he plays.

It was also very important to find people and organisations to really listen and support you make changes in the short and the longer term.

The lady who moved a lot

This was a story about a journey towards independence in which people moved at the pace that the lady could manage best. Her first move was to an independent flat and here the lady learned independence skills. The flat was in a block and high up from the ground and she felt isolated. This lady had a say in what she wanted and when she was ready she moved, with help, a couple of times before finding a new home on the ground level in which she feels much more at home and able to connect with others.



Some themes from these stories:

- *Going at the right pace – taking time*
- *Persisting against the odds – never giving up*
- *Aiming for our aspirations – embarking on the journey- not knowing where we'll get to/whether we'll arrive*
- *Thinking for ourselves - Taking informed risks*
- *Building relationships – influencing & educating the whole community*
- *Team work*
- *Common Belief*
- *Not taking 'No' for an answer*
- *Empowerment*
- *Help comes in unexpected ways*
- *Its not all about money*

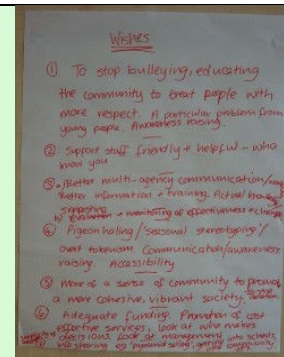
Some things people really value about the way things are done now

- *'Can do' attitude*
- *Real Partnership*
- *Increased confidence*
- *Enabling*
- *Support network*
- *Motivation from self and others*
- *Challenges to overcome negative feelings*
- ***Never giving up.***



Wishes for the future

- *Assumption of employability for all*
- *Creative Commissioning – Thinking outside of the box*
- *Include other funding streams e.g. DWP*
- *Make a difference*
- *Working in REAL partnership*
- *Speed of access*
- *Providing information comprehensively: Clear information about choice e.g. pyramid selling, getting into schools, community, G.P.s*
- *Awareness raising: To stop bullying & stereotyping; start educating the whole community, particularly young people, to treat people with more respect.*
- *Support staff friendly & helpful – who know you*
- *Better: multi-agency communication, information & training, knowledge sharing. Evaluation and monitoring of effectiveness & change*
- *Accessibility*
- *More of a sense of community to promote a more cohesive vibrant society*
- *Adequate funding: promotion of cost effective services. Look at who makes decisions- management of resources*
- *More choice*



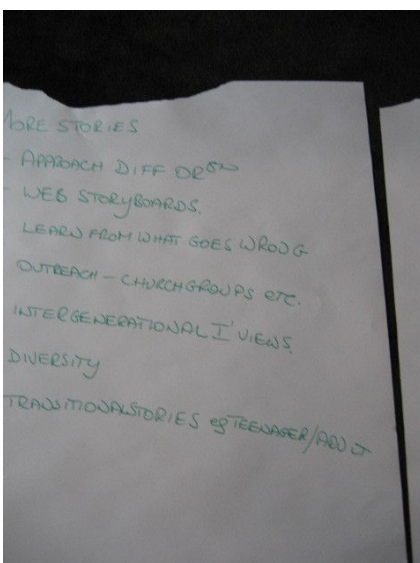
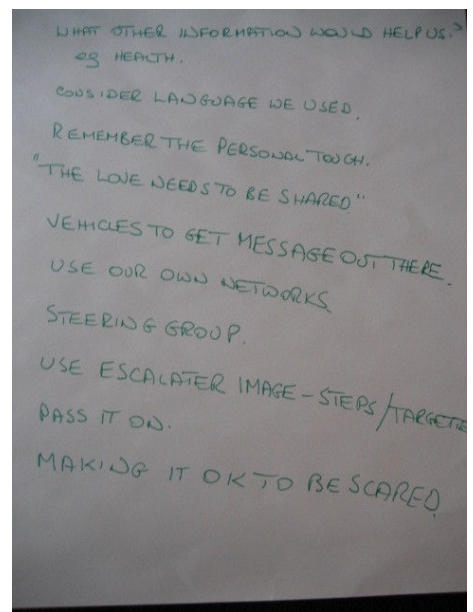
DESIGNING FOR THE FUTURE

In the final session of the day the group split into two to begin thinking together about next steps that will enable everyone in Plymouth to achieve increased choice and control.



These are some of the early thoughts that were fed back:

- *What other information will help us? E.g. Health*
- *Consider the language we use*
- *Remember the personal touch*
- *The love needs to be shared*
- *Vehicles to get the message out there*
- *Use our own networks*
- *Form a steering group*
- *Use escalator image – steps/targeted*
- *Pass it on*
- *Making it ok to be scared*



- *Approach different organisations*
- *Web story boards*
- *Learn from what goes right*
- *Outreach – Church Groups etc*
- *Seek intergenerational views*
- *Diversity*
- *Transitional stories e.g. teenager to adult*

TAKING THINGS FORWARD

"Large scale change is brought about through many small steps ... and the acts of human kindness." Anne Radford 2009

After this event, a core group of staff from Plymouth City Council got together with the facilitators to pull together the ideas and consider the next concrete steps.

They looked at the comments on the evaluation forms:

- Keep it rolling.... A number of similar events to continue it would be good
- Looking forward to the future changes
- Please keep me up to date with next/future meetings
- Invitation for GP's to this type of event, vital sign-posters
- I really enjoyed the service user's stories and we need to do more

Impact



"If you want to build a ship, don't drum up men to gather wood, give orders, and divide the work. Rather, teach them to yearn for the far and endless sea." Antoine de Saint-Exupery

We decided to ask everyone to notice the small changes, in thinking, approach, and behaviour; as well as the big shifts in the way that things are done.

Q: How did you feel following the event on the 13th?

Q: In what ways has our work impacted on you? And your work?

Q: Who else are you talking to?

Q: What ideas have you and others had to take the work forward?

Q: What is happening? Tell us about the small things as well as the big ideas.

Everyone that was contacted after the event said they would like to attend another similar meeting.

Contributors have continued thinking about and developing their ideas: Here are some of their early comments:

Need to be getting more visible, e.g. an expo with providers- get them face to face with service users & hear what they want. Make sure Champions know about events etc. Improve info available to staff via website on services available

Need steering group to ensure communicated broadly

Later start (11am to 2pm is best for service users)

Would support Sue at future events

They use storyboards to record success stories- will share when possible. Would like a copy of notes from Thursday

Really well worked day- very useful

Willing to talk about the process & encourage stories from service users during internal meetings

Has already emailed Jo/Kate/Craig to set up a meeting with a view to being more involved. Will circulate the material from Thursday within PLUSS

Need to include GP's in future events

Ideas for taking the changes forward

"We have a lot to do, let's go slowly".

- ❑ Hold events in each sector September/November with the themes 'Personalisation – Everyone's a Winner': to gather more stories, increase awareness, change the culture plan the future and inform the new systems map and service model blueprint
- ❑ Champions to take a key role in facilitating sector events and planning the December staff conference
- ❑ Use AI approach in designing the 2nd Direct Payments workshop in October.
- ❑ Invite service users and carers to volunteer for an experimental journey at an AI workshop in October on personalised budgets at

which tools for Self Directed Support are tested with care managers and service users.

- Bring people and stories together to inform the Adult Social Care staff event in December
- Use AI to take forward integration between health and SC & consider inviting/involving health to/in the staff conference
- Harvesting news about the impact; noticing and mapping the changes. Where we pay careful attention to the deliberate intent, the times when people wish to get it right as well as the moments when they do get it right, everyone will feel increasingly connected to and a part of the bigger picture and understand their own unique contribution towards the larger scale seismic changes that are happening.
- Building on the idea re a 'steering group' – idea of setting up a representative "core team" to take the changes forward.

Reflections and possibilities

Here are some ideas about carrying forward this great start: continuing to act with the whole system involved - engaging and supporting everyone to act and make things happen and change together:

- ❖ Use AI 'discovery' questions to gather more stories of success, the things that people value and their wishes for the future, in a variety of oncoming conversations. For example: Workshops on culture change and integration.
- ❖ Plan in a way that connects each activity and process, gathering the stories and information together to inform the agenda for future activity. For example: collate data from a range of activities to inform the focus of the staff conference.
- ❖ Build capacity & sustain effective change management over time – Hold a "developmental' Appreciative Inquiry" for change champions across the council and other agencies in the city of Plymouth; equipping them with a full range of AI change tools to carry forward an appreciative, participative and innovative change process that will make 'everyone a winner'.
- ❖ Use your AI consultants as 'thinking partners'. For example: 1:1 telephone coaching; co-planners of larger processes.

CONTRIBUTORS

Diving in together!

Service Users

Jesse Csere
Sue Leventhorpe
Angela Pope
Paul Preston
Emma Vicery
Zeta Moyes



Service Providers

Barbara Duffy
Denise Gregson
Roger Putt
Rachel Carter
Sally Carr
Mark Hodges

Plymouth City Council

Anna Coles
Sam Sposito
Sophie Harris
Claire Hodgkins
Sally Bragg
Cliff Morgan
Ann Perkins
Jo Duffy
Kate Jones
Ursula Godfrey
Eric Crayford
Sara Osbourne
Simon Mulville
Jo Yelland
Alan Hockings
Shani Stewart
Pam Marsden
Julia Penfound

Other agencies in Plymouth

Chaz Singh
Lee Tucker
Lis Garner
Tony Sackfield

Councillors

Dr David Salter
Mary Aspinall
Joan Watkins

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.

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.

¹ David Cooperrider

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 197657** or email: lesley@mooreinsight.co.uk



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.

