

***What Matters***  
***The Camden Approach to Adult Social Care***

***Staff Briefing Sessions***

***June 2019***

# Agenda

| Time |   | Lead              |
|------|---|-------------------|
| 2pm  | Welcome   | HoS/Stella        |
| 2.05 | Video - Character Strengths                       |                   |
| 2.10 | Discussion with neighbour on individual strengths | All               |
| 2.20 | Strengths based practice                          | Stella            |
| 2.35 | What Matters Project – Making it Happen           | Mary              |
| 2.50 | MOSAIC/Workflow                                   | Barnaby           |
| 3.05 | Practice Development, Coaching and Supervision    | Deborah and Sally |
| 3.30 | Working Together                                  | Sean and Hayley   |
| 4.00 | Next steps - Q&As                                 | All               |

# Welcome

## Our Camden Plan



*“ Together we want to make Camden a better borough – a place where everyone has a chance to succeed, where nobody gets left behind, and where everybody has a voice... We want to build on strengths, working with people, as experts in their own lives, focusing on **What Matters to them** not what’s the matter with them”.*

*We want you to enjoy this briefing and reflect upon your own strengths and how we together can nourish, encourage, enable, support and realise the strengths in others.*

# Using Character Strengths

[https://www.youtube.com/watch?v=coh\\_JLnhi\\_8](https://www.youtube.com/watch?v=coh_JLnhi_8)

Think about your strengths and resources, what gets you through a tough day?  
Think about one thing you do well that no-one would ever guess?



**Creativity**



**Curiosity**



**Judgment**



**Perspective**



**Bravery**



**Perseverance**



**Zest**



**Honesty**



**Social Intelligence**



**Kindness**



**Love**



**Leadership**



**Fairness**



**Teamwork**



**Forgiveness**



**Love of Learning**



**Gratitude**



**Spirituality**



**Self-Regulation**



**Humility**



**Appreciation  
of Beauty**



**Prudence**



**Hope**



**Humor**

# Building a culture of strengths-based practice

## ***What Matters***

***Camden's approach to adult social care***

**Using 3 Conversations framework to build relationships and focus on what matters**

**Using coaching style conversations to identify strengths and opportunities**

**Using peer support and supervision to engage more in reflective practice**

**Using Family Group Conferences to help people to use their natural support networks**

**Using Assistive Technology, Direct Payments, Making Safeguarding Personal etc. to promote and/or maintain independence**

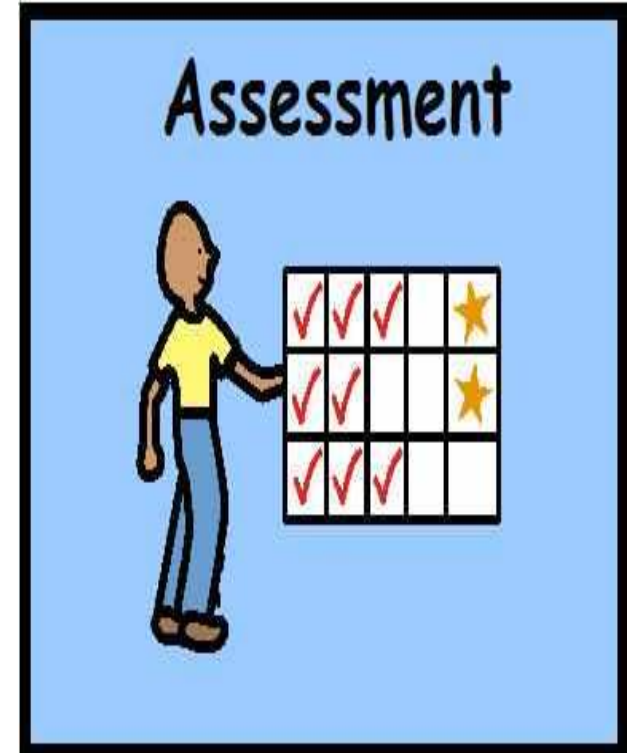
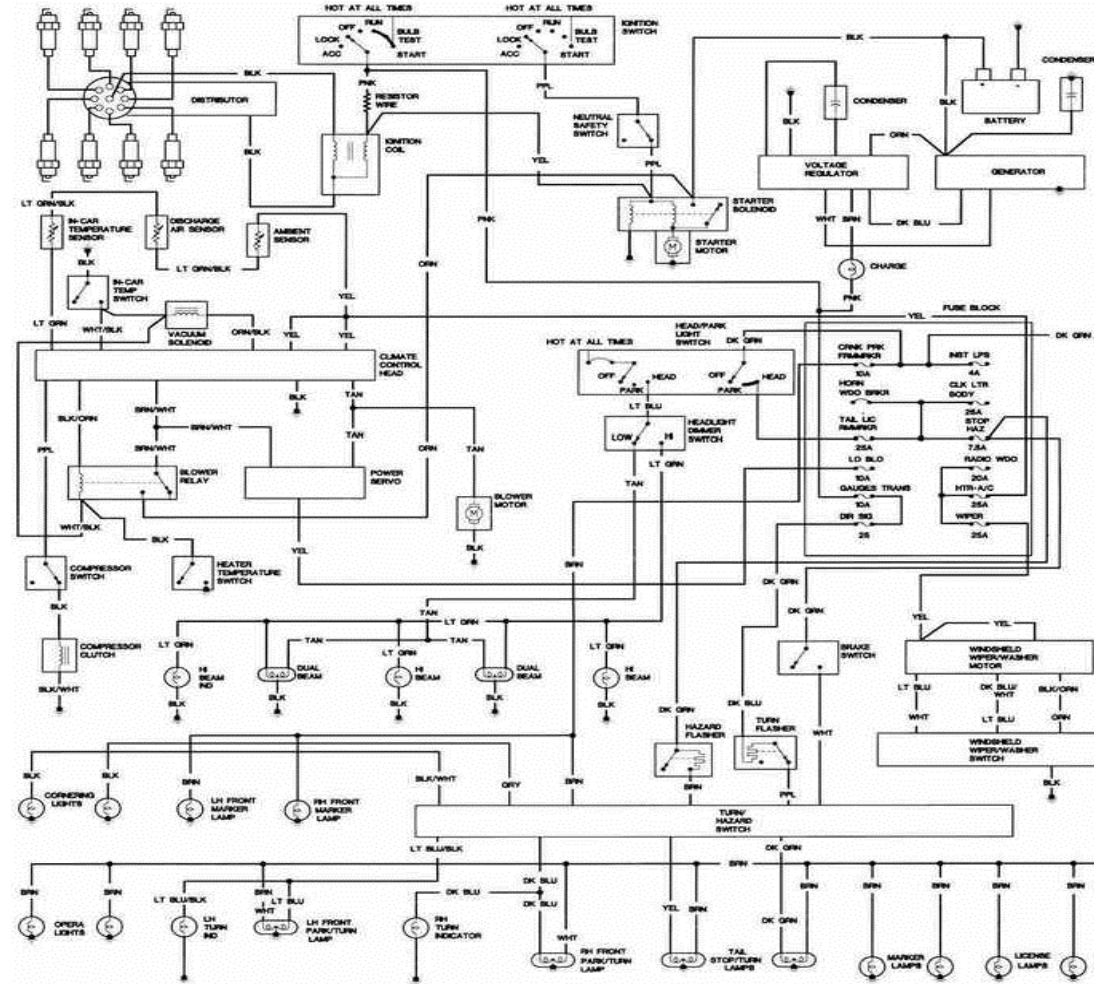
**Using strengths based practice to manage everyday risks and build community resilience**

# *A Strength Based Approach*

*“A strengths-based approach to care, support and inclusion says let’s look first at what people can do with their skills and their resources and what can the people around them do in their relationships and their communities. People need to be seen as more than just their care needs –they need to be experts and in charge of their own lives”.*

*Alex Fox, chief executive of the charity Shared Lives*

# A 'Social Care Sorting Office'





# *The Care Act – Transforming Adult Social Care.*

*The Care Act 2014 requires local authorities to ‘consider the person’s own strengths and capabilities, and what support might be available from their wider support network or within the community.*

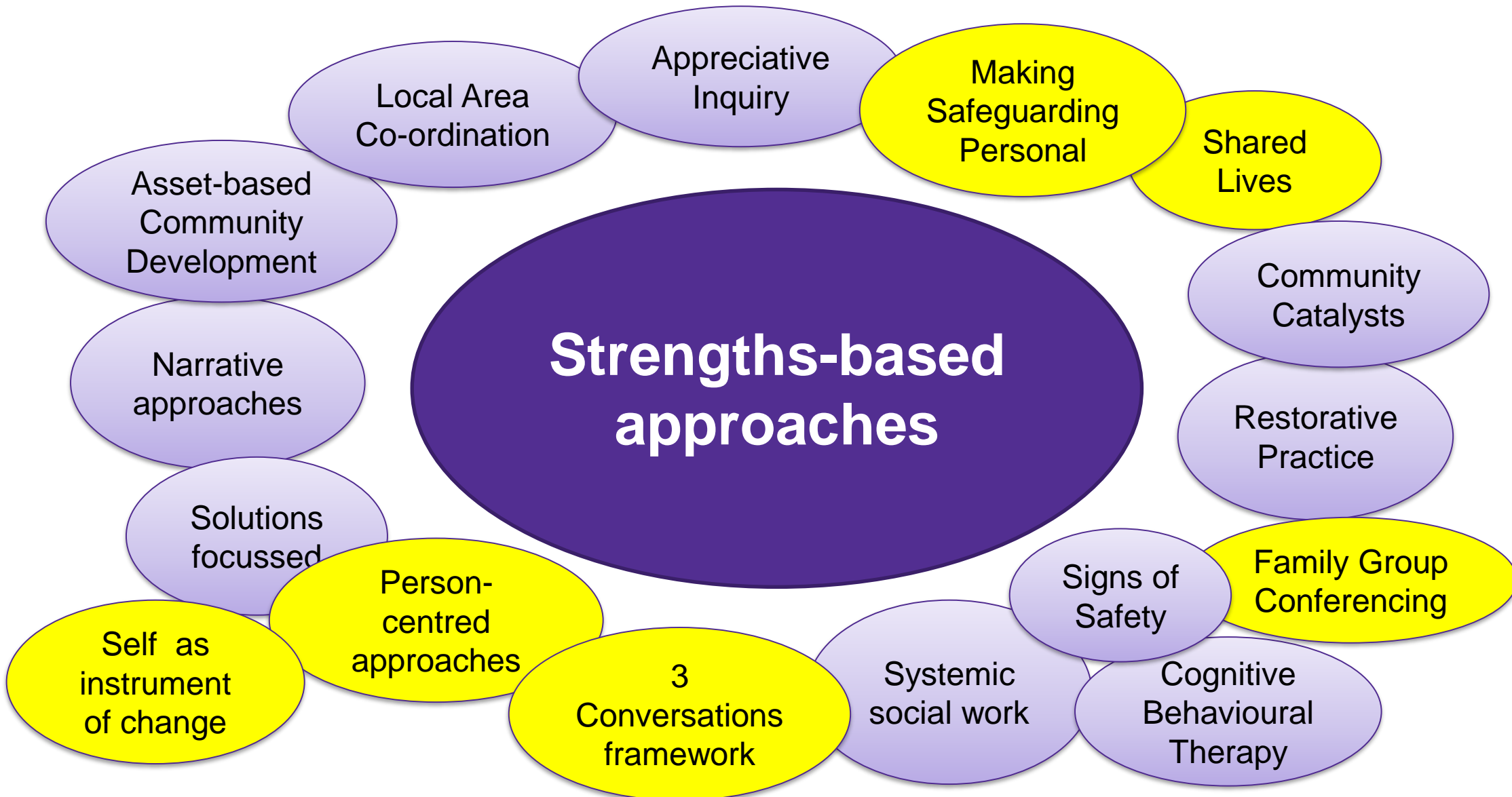
*The Act mandates an approach that looks at a person’s life holistically, considering their needs in the context of their skills, ambitions, and priorities.*

*This means:*

- keeping the person at the centre of all decisions*
- Identifying what matters to the person and helping them achieve their outcomes.*
- Being interested, curious, skilled and informed.*
- Encouraging hope that things can improve*
- Increasing self-worth and well being*
- Empowerment, creativity, choice, control, citizenship and community inclusion.*



[Source: Lyn Romeo DoHSC (2018), *Social Work with Adults: strengths-based approaches*].



# ***Key Features of Strength Based Approaches***

***Positive attitude towards risk***

***Identifying strengths***

***Identifying support networks***

***Communicating and interacting, listening and reflective conversations.***

***Holistic approach***

# Supporting People, Connecting Communities

Conversation 1 we enable people to maximise independence – **stay well and connected**

Conversation 2 in times of crisis, we offer early help to regain independence – **help when people need it**

Conversation 3 we work closely with people to meet their long term care and support needs – **ongoing support when required**

when people are at risk of abuse or harm, we help them to **stay safe**



# Anne's Story

*Anne had a high risk of relapse into alcohol misuse and experienced low mood and lack of motivation. Previously the approach had been to focus on services with an increase in the care package and a possible referral to specialist alcohol services.*

*The social worker had conversations with Anne, building a friendly relationship and asking what mattered to her, and how could he help. Anne said that she used to have a herb garden and had an interest in being outdoors and gardening. The social worker introduced her to Green City Gardening - a new food growing and wildlife space in Camden Square which is engaging the local community in its design, development and care. He also introduced her to a wildlife habitat workshop which is near where she lives.*

*Anne felt empowered grew in confidence and started to attend sessions twice weekly with her alcohol support worker.*

# 3 Conversations/What Matters

- *Innovation of 3 Conversations, move away from 'fixing' and 'doing to' to collaboration.*
- *Evolving to What Matters, the Camden Approach to Adult Social Care*
- *Strength Based Practice Culture – establishing beliefs, values and behaviours*
- *Working together with people with lived experience, carers and families.*
- *Resonance with Family Group Conferencing, Making Safeguarding Personal, Shared Lives*

# *Making it Happen*

- *Discussions and co-design with Citizens, Community Groups (e.g. Synergy) and Carers*
- *Practice Guidance and Practice Toolkit*
- *Strength Based Practice Learning and Development Plan*
- *What Matters Coaching Programme*
- *Coaching in Supervision Programme*
- *MOSAIC system change to promote culture*
- *Partnerships*
- *Provider guidance and training*
- *Quality Assurance*

# Resources

- *Advocacy*
- *Accessible Information and Interpreters*
- *Assistive Technology*
- *Camden Care Choices*
- *Direct Payments*
- *Purchase Cards*
- *Social Prescribing*



# What Matters: the Camden approach to adult social care

Mary Stein, Project Manager



# Vision for social care practice in Camden

*“We want to work with people, as experts in their own lives, supporting them to reach their potential and focusing on **what matters** to them.”*



# What Matters – The Camden Approach to Social Care practice

## Project Aims

1. In future, we want all adult social care practitioners to consistently work in a strengths-based way.
2. What Matters project is designed to build a culture of strengths-based practice, using the 3 Conversations framework and a range of other critical enablers.

# What Matters Project work-streams

Practice Development & Training  
(Stella Smith, Deborah Gordon,  
Sally Nieman)

- to equip practitioners with the skills, knowledge and tools to engage in strengths-based practice

Systems, Recording & Reporting  
(Barnaby Rogers)

- to ensure the Mosaic workflow is clearly aligned to the 3 Conversations framework, to ensure that recording is balanced and proportionate.

Partnerships  
(Karen Timperley, Monica Riveros)

- to promote a strengths-based approach with key partner organisations in the voluntary and community sectors and to embed strengths-based practice within commissioned service provision.

Quality Assurance & Performance  
(Jamie Spencer, Edward Purchase)

- to develop performance reporting mechanisms and processes that enable effective operational delivery and strategic oversight of our strengths based approach.

Communications  
(Danielle Rhodes, Helen Kitley)

- to lead on all communications in relation to the planning, implementation and embedding of the What Matters project.

# Work-stream: Systems Recording & Reporting

## Barnaby Rogers



# Workstream: Systems Recording & Reporting



## Objectives of the work-stream:

- Develop recording processes that reflect the What Matters practice guidelines
- Build an intuitive workflow system for the users to navigate
- Ensure the forms are proportionate but still provide clear picture of the person and actions taken
- Ability to use our data effectively both for statutory purposes and qualitative measures

# Work-stream: Systems Recording & Reporting



## What we've done so far:

- Used templates from P4C and embedded temporary conversation records in Mosaic
- Gathered feedback from practitioners, other services and partner agencies
- Undertaken an audit of almost 100 records and enhanced the forms to embed best practice
- Tried to strike a balance between a blank sheet of paper and a prescribed set of questions
- Placed the person at the heart of the conversation with records designed to be shared
- Scrutinised how we can deliver our statutory data without having to repeat the old PI forms

# Work-stream: Systems Recording & Reporting



## Where we are now – the processes:

- **Conversation 1: Stay well and connected**
  - Pen picture; What matters?; Balancing risks and an enjoyable life; Safeguarding; What would make a difference?; Agreed next steps
  - Follow up with the person after short time to check things are working
- **Conversation 2: Help when you need it**
  - Reason for the plan; What needs to change?; Action plan; Updates;
  - Consider reablement, OT, Sensory Needs, AT, FGC
  - Conclusion and next steps
  - Follow up with the person after short time to check things are working



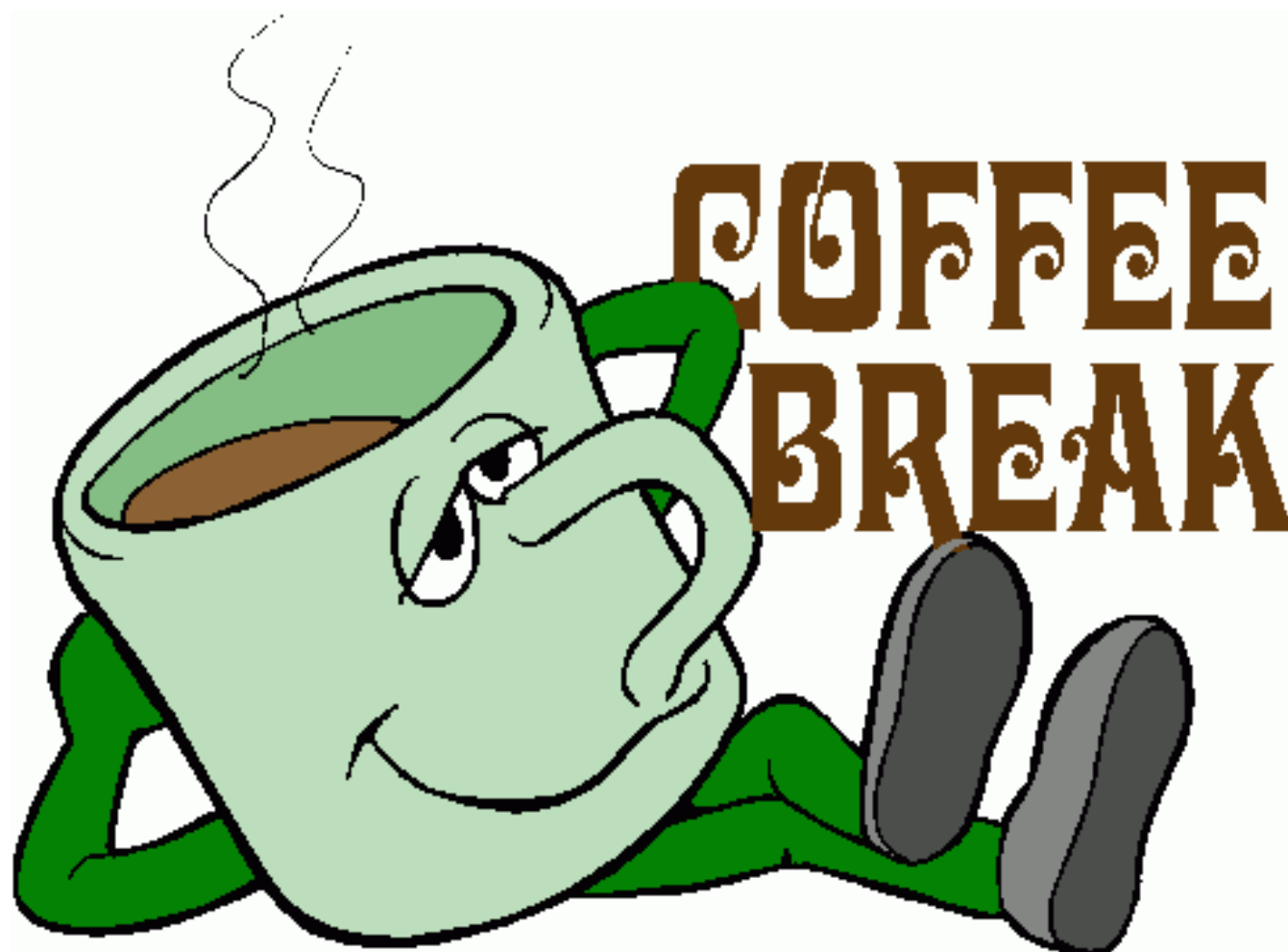
# Work-stream: Systems Recording & Reporting



## Where we are now – the processes:

- **Conversation 3: Build a good life**
  - Important to and for me?; Wellbeing; Eligibility; Outcomes/goals;
  - Support plan; Personal budget, including contributions
  - Support Plan Decision – management sign-off
  - Follow up with the person after 6 weeks to check things are working
- **Reviews**
  - Record unscheduled updates; use contingency to make small adjustments
  - Further Conversation 2 if required
  - Annual review – update of Conversation 3
  - Placement reviews

Break 10 minutes



# Learning and Development



# *Learning & Development - Deborah Gordon*

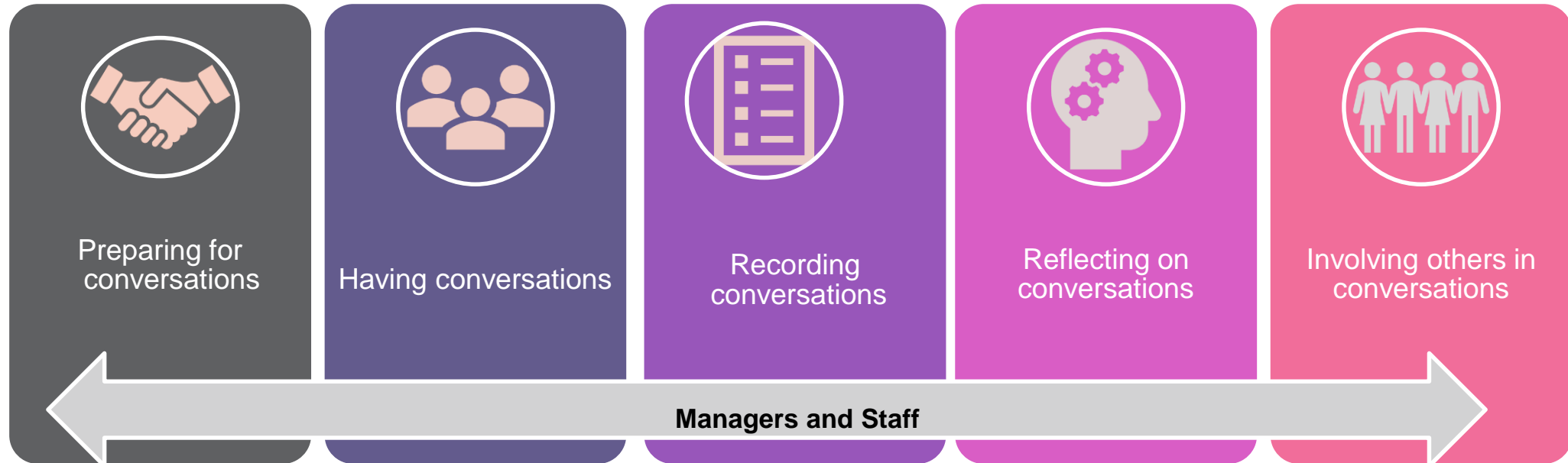
*The Camden Learning & Development Skills offer aims to equip staff with the knowledge, understanding and practical application of the Camden Approach to Social Care.*

*The aims of the offer will help to support the social care workforce in how they work with citizens in:*

- Rapport and Relationship building*
- Active Listening*
- Motivational discussion*
- Empowerment, choice and control*
- Working in partnerships*
- Developing skills and techniques*
- Confidence building*

# Practice development framework for Camden strengths based practice

*Supports consistent and effective practice, builds professional confidence and skills, promotes a shared understanding underpinned by clear principles, guidance, supervision, tools and learning*



**Each element of the framework supported by:**

**Practice guidance**

**Formal training**

**Additional learning e.g. masterclasses, accessible tools, resources and champions**

**Supervision**

**A focus on well-being, resilience and strengths-based leadership**

**Clear information on community resources**

***Underpinned by a quality assurance framework, which is clear about what good looks like***

# Key for learning activities and resources to support strengths based practice

- **Coaching**
- **Online Information**
- **Face to Face Courses**
- **E-learning, You Tube & social media**
- **Lunch & Learns, Supervision and Practice Development Groups**

# Courses that support strengths based practice

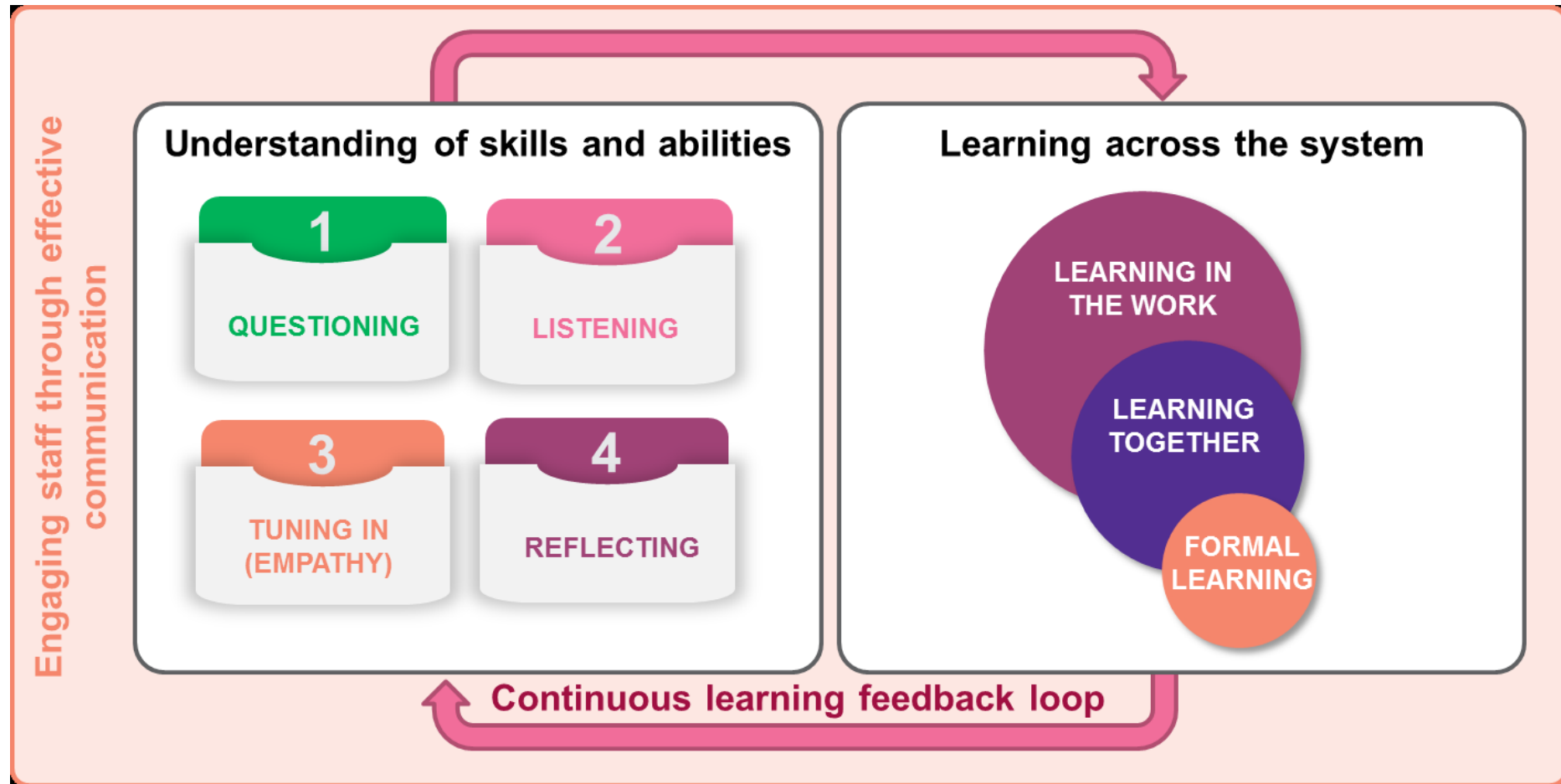
- Assistive Technology
- Positive Risk Taking
- Lone working
- Legal Framework
- Understanding the legal limits of social care
- Applying the law in social work practice
- Mental Capacity Act / Dols
- Making Safeguarding Inquiries

# Other considerations

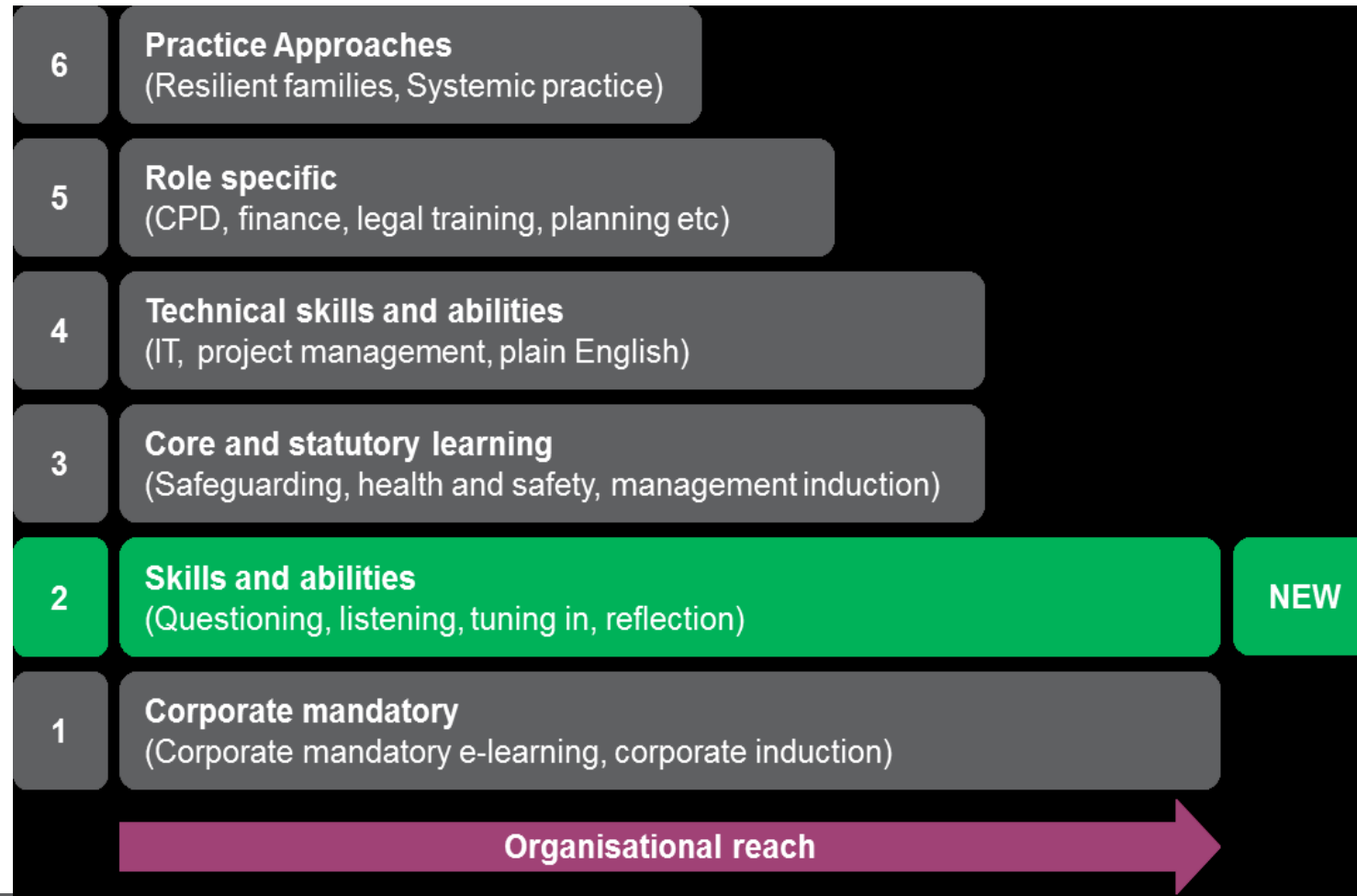
- How do we ensure that we are not working in 'Silos'
- The use of language and commonalities to wider workforce
- Understanding of other L&D approach across Camden and how it fits with broader Learning & Development offer
- Make Safeguarding Personal



# Developing cross-organisational skills and abilities



# L&D Learning categories

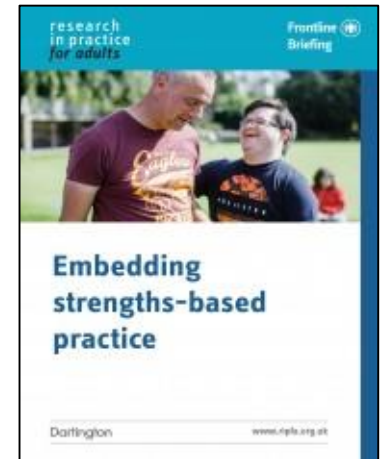


# Where can I find out what's happening?

- Adult Social Care Transformation Staff e-newsletter
- Adult Social Care Practice Guide
- Essentials
- Learning Pool – L&D Hub
- iReflect
- Yammer
  - Adult Social Care
  - Learning & Development
  - Community Learning Disability Service

# Embedding practice in supervision – Sally Nieman

- Organisation culture and management support key to embedding strengths based practice
- One element is high quality strengths based supervision
- With support from Research in Practice for Adults (Ripfa), we are developing a programme for supervisors which will:
  - Help to embed the coaching training staff are receiving
  - Focus on tools to support reflective, strengths based supervision
- Content is being developed and workshops will start around November
- Ongoing support through Ripfa resources ([www.Ripfa.org.uk](http://www.Ripfa.org.uk))



# What Matters

## Coaching Programme



[nick.nielsen@osca.co](mailto:nick.nielsen@osca.co)  
[www.osca.co](http://www.osca.co)

# Introduction to What Matters Coaching

- What Matters coaching is a set of conversational skills to support individuals in better understanding their situation, self-management and independence
- It also has significant benefits for social care and health professionals, with regards to resilience and well-being
- There is a growing associated evidence base (slides 40-41)
- Osca will be delivering this programme
- Feedback has been universally excellent (slides 44-45)

# Introduction to Osca

- Over 2,000 health and social care professionals trained
- Training since 2011, one of three approved providers
- Commissioned to do strategic review into health coaching for HEE
- Courses often full within days based on recommendations from colleagues
- Course relevant to health & social care workforce:
  - Relevant skillsets & scenarios
  - Emphasis on limited time
  - Non-directive as well as more directive (challenging) skills

# What Matters Coaching - objectives

## *Triple win ...*

- **Individual outcomes** – through behaviour change and increased self-management
- **Practitioner well-being** – through a more appropriate attribution of responsibility
- **System savings** – through eventual increased independence and fewer unnecessary contacts



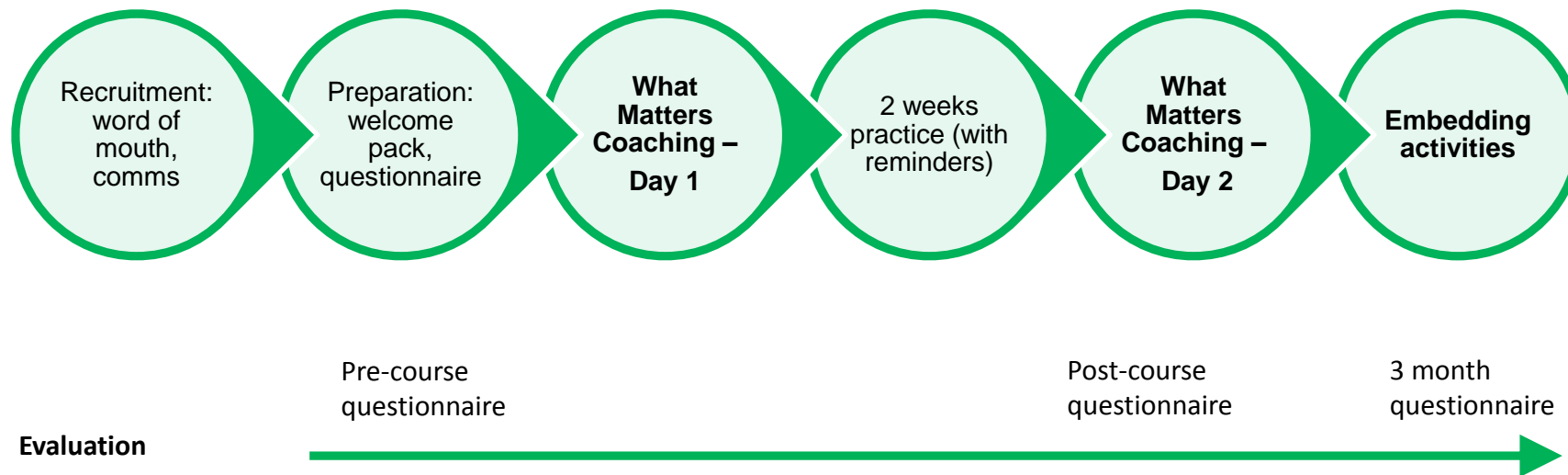
# Growing evidence base

- **For individuals:**
  - Greater satisfaction and adherence<sup>[1]</sup>
  - Improved health behaviours and outcomes in e.g.: *diabetes*<sup>[2]</sup>, *cardiovascular disease*<sup>[3]</sup> *pain management*<sup>[4]</sup>, and *changing behaviours (weight management, diet, nutrition and smoking cessation)*<sup>[5]</sup>
- **For practitioners:** improved morale, particularly with workforce vulnerable to ‘burn out’ <sup>[6]</sup>
- **For the system:** decreases in resource consumption<sup>[7]</sup>

# Two day course contents ...

- An introduction to a coaching approach for behavioural change
- Coaching skills for building openness, trust and willingness
- Frameworks for structuring brief health coaching interventions
- Setting effective goals and person-centred care planning techniques
- Working with barriers and resistance to change (cognitive, emotional, behavioural)
- The principles and skills of Motivational Interviewing
- Challenging skills and difficult conversations

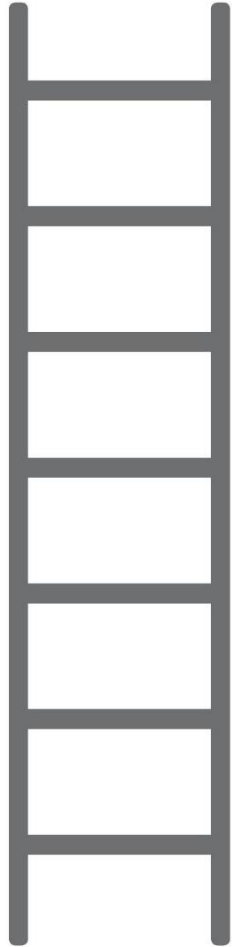
# What Matters Coaching 2 day course – process



# What Matters Coaching 2 day course – curriculum

| Day 1                                     |                                   | Day 2                                |
|---|-----------------------------------|--------------------------------------|
| Introduction and welcome                  | 2 weeks<br>practice in<br>between | Two week reflection                  |
| Context & Objectives                      |                                   | Recap                                |
| Models and principles                     |                                   | T-GROW demo                          |
| T-GROW framework                          |                                   | Coaching practice                    |
| Demonstration and practice                |                                   | Non-directive questioning            |
| T-GROW deconstruction & practice          |                                   | Challenging and practice             |
| Transactional Analysis                    |                                   | Individual motivation & practice     |
| Communication Ladder & Clinical scenarios |                                   | 'Park sheet' – participant scenarios |
| Action planning for two weeks             |                                   | Action planning & next steps         |

# Communication Ladder



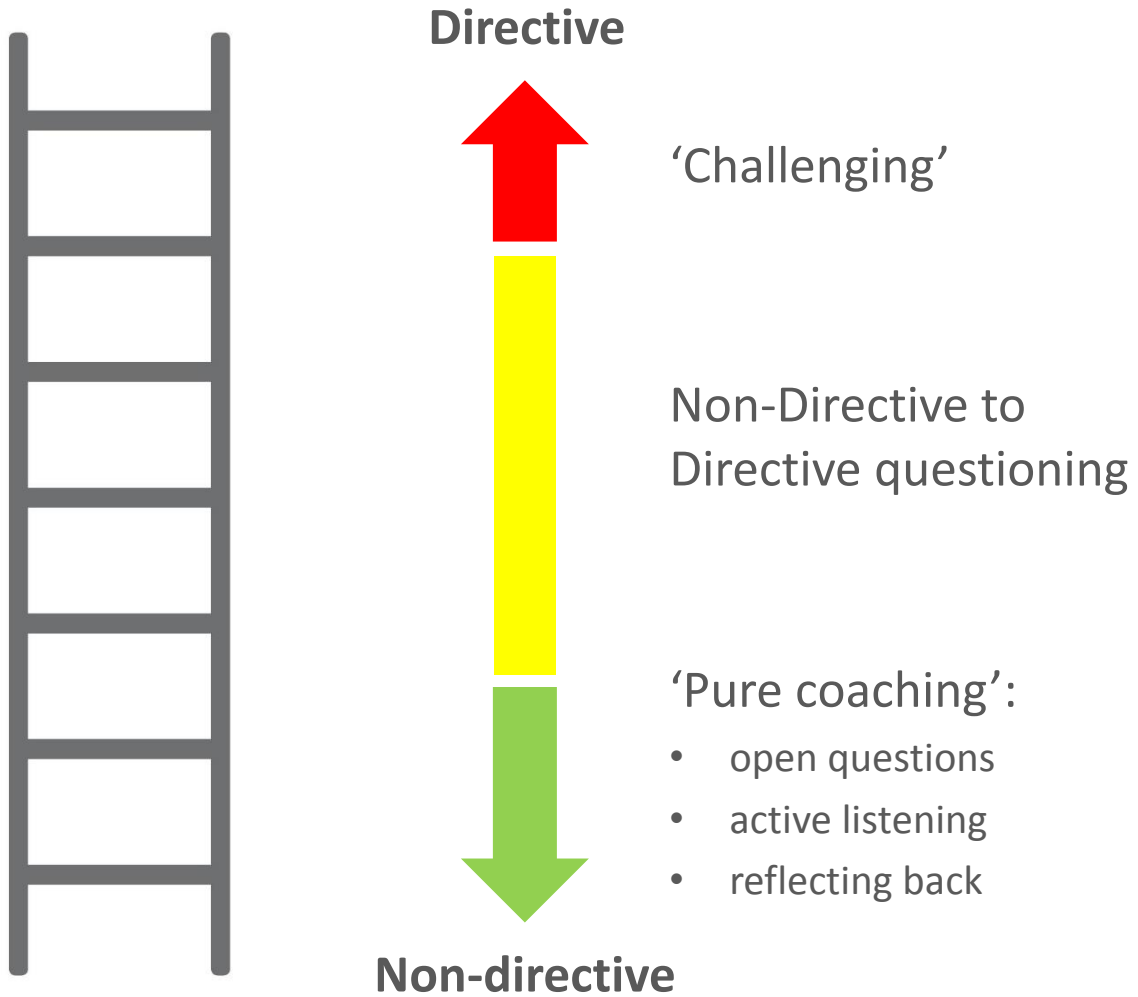
- Tell
- Sell
- Consult
- Co-create
- Coach/Empower



Advantages?

Disadvantages?

Criteria?



# *Train the Trainer ...*

- Opportunity for 6 people
- Four stages:
  1. Attend as participant
  2. Learn the material
  3. Train the Trainer course
  4. Delivery with lead Trainers for Quality Assurance/Supervision support
- Deliver ½ day course ongoing

# Working and Learning Together

## Sean Ahern & Hayley Schofield



[Sean.Ahern@Camden.gov.uk](mailto:Sean.Ahern@Camden.gov.uk)

[Hayley.Schofield@Camden.gov.uk](mailto:Hayley.Schofield@Camden.gov.uk)



# Walk the Mile

We have had three groups team up with a Community Connector at Age UK who have provided a map pinpointing community resources on the routes around Central, North and North East neighbourhoods, which have taken about two hours on each occasion.

We have more initial walks planned for West, West Central and South, before each team takes responsibility for their own future walks.

The events have been successful and staff were very positive about their experiences, saying it was:

- **different**: *“unlike a meeting where you sit face-to-face and share or read information, a walk gave us the chance to share information and local knowledge in a friendly, memorable and less transactional way.”*
- **spontaneous**: *“we noticed a sheltered housing scheme (Clyde Court) on the way and took the opportunity to introduce ourselves. Staff were able to tell us about local facilities like neighbourhood centres and residents association.”*
- **connective**: *“walking helped us bond with colleagues and form stronger working links with people in other roles and other areas of service.”*



# Reflective Supervision

“Group sessions can promote cohesion, team spirit and a collaborative approach towards making decisions” (Morrison 2001; Tsui 2005).

## Strengths of Group Supervision Model :

- Creates reflective space with the clear structure acting to reduce anxiety
- Could promote team cohesion by building confidence, feeling empowered and creative and looking after ourselves and others
- Increases transparency in team
- Allows shared experience – normalising effect
- Reduces risk of burnout
- Encourages reflective thinking
- Lose the pressure to find the answer
- Provides a safe space

**This is not a replacement for 1:1 supervision it is a *peer-led group* supervision**

## Feedback from workers about using the pre-paid card

*I used the purchase card to buy a gas safety lighter and multiple socket electrical extension lead for less than £15. This was an immediate solution for a vulnerable adult living with dementia, who was at risk of fire because they were lighting the gas fire with a naked flame and over-using the electric sockets.*

*The purchase card has had a positive impact on my work as I was able to buy a small piece of equipment that would have taken weeks to supply. This made life much more comfortable for the person in their own home.*

*It has been really useful for a situation on duty where a vulnerable adult had no food at the end of the day to purchase something online before visiting them the next day.*

# Family Group Conferences

*A family group conference is a facilitated decision-making meeting, which aims to help the individual and/or family find solutions to problems.*

*This might be where there are concerns about an adults' safety or wellbeing, encouraging the family to find their own lasting solutions by building on their strengths and resources.*



***Sometimes questions are more  
important than answers.***



# What Matters next steps

| Timeline   | Event  |
|------------|--|
| June       | <ul style="list-style-type: none"><li>• Finalise Practice Guidance</li><li>• Finalise the What Matters Learning &amp; Development offer</li><li>• Design new Mosaic templates to accommodate 3c framework</li><li>• Plan peer support activities to help embed strengths-based practice</li><li>• Commission What Matters coaching programme and design content</li><li>• Plan and deliver staff briefing sessions on strengths-based practice</li></ul> |
| July       | <ul style="list-style-type: none"><li>• Test and roll out new Mosaic templates</li><li>• Soft roll out of 3 conversations framework</li><li>• Supervision course</li><li>• Work with CYPDS and CLDS on Preparing for Adulthood pathway</li><li>• Consult and engage with people with lived experience.</li></ul>   |
| September  | <ul style="list-style-type: none"><li>• Coaching programme begins</li><li>• Series of roadshows using existing forums to promote strengths-based working with external stakeholders across the system</li></ul>  |
| March 2020 | <ul style="list-style-type: none"><li>• Completion of Partnerships engagement plan</li></ul>   |

# Thank you for your continued support

