



4

Work in progress





# Work in progress

In this chapter, we provide a number of current examples of implementation, and draw out the common themes and differences of approach.

We are at the beginning of a sharp learning curve about implementing person centred planning within organisations.

We can learn as much from what did not work as from what worked, so we have purposely described the investments of four organisations, some who have been more successful than others. Some made promising starts and then slipped back, some began by lighting fires but lacked the strategy to build from that, some have done valuable groundwork and are now beginning to move strategically.

We present each of the stories, analyse their 'success' using the four tests, and then comment on what we can learn from this.

81

## Implementing Person Centred Planning in Northside

### The Chief Executive's Tale

Jon is the chief executive of Northside services. He came from Southside, a service that had invested a lot of time and money into pioneering several approaches to person centred planning with the help of external consultants.

Northside is a not-for-profit organisation providing supported living opportunities for nearly 200 people. Northside also provides community support within 2 authorities for people who mainly live with their families, plus a supported employment scheme.

Jon's initial reflection on Northside was a need for a broader understanding of inclusion, community building and person centred approaches. There was enough discontent with the current model of planning with individuals that tended to focus on deficiencies and deficits and generally was an uncomfortable experience for all involved.



His first step was to invite an American consultant to lead a day with a large cross section of staff, managers, people supported by the service, relatives and purchasers to help develop their thinking on why planning might be important, and if it is, how it should ideally be done. This day was a great success and the basic principles of being person centred began to emerge. A small group from the day volunteered to meet to work out how to share this experience with the rest of the staff, manager's, people we support and relatives. 23 half day workshops were held over 6 months that enabled just over 300 people to help create a collective view on why planning is important and what the guiding principles should be.

Simultaneously, Jon held a few community building workshops with help from a few colleagues outside of Northside. Again, some people strongly connected with the ideas and possibilities and ran workshops at a local level.

82

There were now pockets of animated staff and managers who were 'product champions' or 'early adopters' of these new approaches. Tension began to surface between the 'established' order and this new group. Tension hit a high point after a one day social inclusion workshop facilitated by two Canadian consultants. Some unhealthy divisions appeared within the organisation between those seen as 'converts' and those who are questioning this 'new way'.

Two key managers, both of whom are highly respected and strong opinion leaders were real enthusiasts of the inclusion message. This kept Jon going! Without this he may have left. Jon and the key managers concentrated on healing this division and reassuring those who are taking longer to assimilate the new ideas. They worked to create the conditions for early adopters to tip the balance. This work continues today.

A one day introduction to person centred planning was introduced for all 38 managers as part of their leadership role by a British consultant who's more gentle style is a big success in enabling more people to listen and absorb the message. This was coupled with leadership training for all managers over a nine

month period, facilitated by the regional development team. This leadership training had a major impact on people's thinking, especially in relation to seeing the bigger picture.

Jon then thought that the foundations were in place to enable key people to attend specialist training in the different styles of person centred planning. Self-selecting staff (including Jon) were given the opportunity to train in PATH and MAPs, Essential Lifestyle Planning and person centred life planning. Some staff are trained in more than one style to reduce the chances of having found 'the way'!

As people begin to develop plans with people Jon facilitated a day with all the facilitators to see what they were learning, what the developmental issues were and ideas about the next steps. The facilitators form groups of 5-6 people who practice and learn together. They also attend 'action learning sets' to reflect on problems. Each action learning set identifies issues that block people from achieving their plans and these are shared with the senior managers.

Positive stories of how person centred planning is changing lives are shared through their newsletter 'Grapevine'.

Jon works with a consultant on an initial strategy that includes person centred planning awareness days for all staff and any individual or relative who wishes to. External trainers lead the first 8 workshops whilst a team of staff and individuals do a 'Train the trainers' course so that they will continue with the training 20 workshops and then embed it into the induction. The training provides practical strategies that staff can use to develop person centred approaches in their work.

When asked what had been learned about planning, Jon reflected that:

- Producing a plan is not the difficult part. Implementing the plan, keeping it alive and figuring out how to overcome particular obstacles is the hard part.
- Facilitators need more than action learning sets. Additional mentoring support is usually needed and might not best come from the line manager.



- As people move into individual supported living situations and demonstrate their capacity and resourcefulness, the tendency to over protect people and to have low expectations of people is challenged.
- The organisation gains in confidence and competence as providing opportunities for people to live in their preferred lifestyles is paying such dividends.

“Thoughtful structures like PATH, MAP and ELP help release the passion, creativity and determination of staff who wish to be serious allies to people who are supported. All organisations will have staff who have the capacity to do exceptional work and it’s the senior management team’s job to create the environment where such activity can flourish.” Jon, Chief Executive

84

## How would Northside do on the 4 tests?

### Is person centred planning happening?

- Because the facilitators were self-selecting enthusiasts, supported by their managers, the majority of them are still actively involved in planning. This is evidenced by the action learning sets where people describe the challenges in planning and implementing plans.
- Person centred planning is actively led by staff. A self-advocate and parents are involved in training the awareness days, but at the moment, there are no structured ways of families and self-advocates leading their own planning.

### Is person centred planning happening right?

- Facilitators buddied up in pairs to do their own plans (a requirement of the training) and in their early efforts in planning. This acts as an informal quality check, however there are no structured ways for assessing the quality of planning.

### Is person centred planning changing lives?

- The stories shared at the gathering of facilitators and through the newsletter demonstrate that

people's lives are changing. Again, this is great anecdotal evidence, but not based on any formal process.

### **Is person centred planning changing services?**

- The action learning sets have been used to identify areas that the organisation needs to change.

## **Implementing Person Centred Planning in Westside**

### **The Director's Tale**

Anne was the operations director for the Trust. Her passion was to introduce person centred thinking and planning. She worked with other change agents within the Trust to make significant change.

Westside is one of the few Trusts in the country to focus solely on the needs of people who have a learning disability. Its services are organised into two directorates. The Specialist Services Directorate that provides Community Team services, services for people who have additional mental health needs or challenges and a short term breaks service for children and their families. Anne led the Operations and Development Directorate which provides home support, leisure, employment, short term breaks services and a Millennium Volunteer Scheme. The Trust employs 600 people in the Operations and Development Directorate.

Westside was one of the first organisations to take a strategic approach to implement person centred planning. The decision to do this came in 1996. The Operations and Development Directorate had just undergone a large management restructure to move from an NHS professional structure to a social care structure where managers were chosen on the basis of their values and skills rather than professional qualifications.

Some of the staff were excited about the change whereas others were feeling demotivated and unclear of their new roles. Although there were some examples of people being supported in a person centred way the predominant culture was one of

85



caring and fixing rather than one that supported self-determination and enabling people to get the lives they wanted.

Anne had worked with a small project team in her previous role using person centred planning to develop supported living packages for a number of people who were moving out of two group homes. Their experiences had proved it was a powerful tool for listening to how people wanted to live their lives and an effective catalyst for developing person centred supports. Consequently she worked with the Board to develop a vision statement for the Trust that embodied rights, inclusion and person centred approaches and the directorate developed a person centred planning strategy.

86

The first step was to employ external consultants to run a PCP course for all of the managers. This was the first time the new group of managers had come together. The course raised people's dissatisfaction with the status quo and provided a common vision of person centred support that many of the managers were inspired by.

An implementation group was then formed to oversee the implementation of PCP in the directorate and an action plan developed. The group included key change makers and the Director. This proved invaluable in terms of integrating the strategy into the work of the directorate and the wider organisation. An external consultant helped to develop the strategy and played a key role in supporting it over 5 years.

The directorate invested in some of its staff becoming ELP trainers and began a breadth and depth training programme for the directorate. The Trust's common induction programme was changed to introduce people to the vision of person centred support. The directorate also began running awareness days on PCP that all staff were expected to go to (board members, finance, human resources, professionals as well as managers and staff who worked within the directorate). There was good feedback from non executive directors and support functions such as human resources who have said that it has helped them understand what the Trust is trying to achieve and think about how they could help.

Action learning sets were set up for ELP facilitators to work through things which were getting in the way of people realising their plans and the Director reported key blocks to the board.

The initial steps were promising and there were signs that PCP was starting to change the way some managers and staff thought about and related to people who have a learning disability. However the strategy encountered problems. Many people were getting frustrated as the organisation and the systems around it were not responsive enough to enable people to get the lives they wanted. The quality of some of the plans was poor which was discrediting the approach as well as failing the people. The PCP implementation group became a support group for facilitators during Anne's maternity leave. The action learning networks ceased. It was also apparent that the strategy of requiring all team members to be facilitators didn't work as not every team leader possessed or easily developed good facilitation skills.

87

Consequently a number of changes were made. Firstly it was decided that the leadership needed to signal more clearly that PCP was not just an additional initiative but everyone's business. Three strategic objectives were set for the home support service (the largest service in the directorate). The objectives included that over the next three years the directorate would move from the registered care homes model to supported living, that everyone supported by the directorate would have a PCP and their support team would have a plan to say how they would help implement this.

The management team used the work of Nancy Kline (Kline, 1999) to develop a 'Thinking Environment' in their team meetings to improve the quality of their thinking and help identify what they needed to do to make these happen. From listening to leaders in the directorate it was clear that the current management structure did not allow the necessary time to coach and develop staff to adopt new ways of working.

Consequently the senior management structure was adapted to increase the amount of time for coaching others to develop and implement plans and project lead on new supported living projects. This was



achieved by splitting the roles of operational management and development. The new structure significantly speeded up the implementation of person centred plans, the development of person centred teams and the implementation of supported living.

The use of formal plans also became more focused on people who wanted or needed to move on from the home support service. This supported living project enabled the team to learn more about what needed to be put in place (or removed) to develop real supported living opportunities for people. The directorate used external consultants to increase their technical skills in this area.

There was also less emphasis on waiting to develop perfect plans before starting to implement them and greater emphasis on being action focused through the process.

88

The roles of facilitator, people who know and care about the person, team leader and paid support team were clarified. Team leaders no longer had to be facilitators. However they did need to know how to implement plans and develop person centred teams with paid support staff. Facilitation training was aimed at people who were interested and had good facilitation skills.

There was also a lot of focus on creating a favourable context for developing person centred planning and supported living. The Supported Living Project team and the Director worked hard with its partners inside the organisation (such as human resources, finance and quality) and outside the organisation (such as housing partners and commissioning) to identify how their systems needed to change to support person centred planning and supported living.

Significant progress was made with internal and external partners but it has been difficult to maintain momentum when the leader's presence reduced at points over the last four years. With the help of the external consultant the directorate also developed a quality monitoring process which identified how much planning was happening, what quality it was and whether people were getting the lives they had

identified. Again the implementation of all of these systems has fluctuated.

There was also greater emphasis on trying to learn from people's experiences of using the service. For example some people who received a service from the home support service and had ELPs taught on the ELP course. Also a mother who had fought hard to get Direct Payments to set up a supported living service for her daughter and friend became strong advocates for the difference planning and person centred teams can make.

The annual report and monthly newsletter have been a good way to track the stories and share some of the progress that has been made. Six years on it is clear that life has changed for many people who are supported by the directorate. Despite the fact that the emphasis was on the home support service the approaches have spread into leisure, short-term breaks and employment services and now people moving on from specialist services.

The number of registered care homes has reduced and the number of real supported living schemes has increased. More people, including people who have high support needs, and people from specialist services choose who they live with, who supports them, how they are supported and where they live. More people have greater choice and variety about what they do with their days and a few more people have jobs. However this isn't true for all or even the majority of people. Also many people still don't have people who know and care about them or play meaningful roles in their local communities.

Anne says that one of the major lessons has been the realisation that strategic change takes a long time. It is dangerous to declare victory too soon on the basis of a few improvements or initiatives. Cultural change can take at least 3 to 10 years and new approaches can be subject to regression.

Sustained leadership both within and outside services is essential to keep up the momentum necessary to move from service led to person centred cultures. Also because it takes such a long time it is critical that the strategy identifies short-term wins which are



celebrated along the way. This was missing from the Westside strategy and led to many becoming overwhelmed with the task in hand.

Anne recalls that the other major lesson has been the importance of remembering the problem you are trying to solve. It was easy for the problem to be defined as the fact that people didn't have ELPs rather than the fact they didn't have control over their lives, were excluded from their communities and didn't have many people who knew and cared about them. The greatest difference has happened when people have planned with a purpose and used planning as one of many strategies to promote self-determination and develop responsive services. Implementing and learning from the proposed quality monitoring systems will be key to informing this process.

90

“Services in Westside have made significant changes for people who use the service, staff and managers. The challenge is to resist complacency, maintain the sense of urgency and to continue to develop a culture which listens to what life is like for people, is honest about what its learning and takes appropriate action to become more responsive.” Anne, Director

## How would Westside do on the 4 tests?

### Is person centred planning happening?

- The quality system that measured how many people had plans and whether these met basic criteria (such as did they have an action plan) found that whilst three quarters of people had a plan only one quarter passed the basic standards. At the moment there are no structured ways of families and self advocates leading on their own plans.

### Is person centred planning happening right?

- Trainer reviewers reviewed ELPs regularly. This process was able to track how people's understanding and competence was developing. In some areas across the directorate there was

evidence of some great plans that were making a difference to people's lives but this was not widespread. The quality assurance system for how well people are planning has not yet been implemented.

### **Is person centred planning changing lives?**

- Stories in the newsletters and in the annual report demonstrate that people's lives are changing. Anecdotal evidence would suggest that this is true for a number of people but that many barriers to person centred support still remain. The quality assurance systems to identify this have not been implemented yet.

### **Is person centred planning changing services?**

- There is evidence that the directorate changed in response to a greater awareness of person centred approaches and feedback from people's plans. A new millennium volunteer scheme was established to help provide people to help people realise their plans either by having or being a volunteer. The number of registered care homes did reduce and the number of supported living services increased. Whilst many of these may be supported housing rather than supported living there are increasing numbers of real supported living services.

91

The expertise gained in person centred planning and supported living are now been used in other parts of the Trust. So there are examples of good practice but this is not yet shared across the board.

## **Implementing Person Centred Planning in Eastside**

### **The Development Worker's Tale**

Julie was one of the first person centred planning development workers. She describes how the development of person centred planning in Eastside took place in three phases.

#### **Phase One**

When Julie started her role nearly everyone who was supported by services in Eastside had some



form of IPP, in addition to any number of professional assessments. She began an implementation group to lead planning across the service. People were invited to join this group because of their values and person centred thinking. Staff were trained in different styles of planning and there were 'patches' of good practice around the service. The group was led by a service manager who had an interest in, but no commitment to or enthusiasm about person centred planning. Several plans were developed and implemented by the project worker and members of the implementation group.

#### What worked?

- These first plans that were developed in the group were greeted enthusiastically by the service in the most part.
- Staff teams working with people who had the first person centred plans were supported to make positive changes to the person's support.
- Teams involved were positive about planning and the shifts in perceptions about the people they supported.
- The service was keen to be seen as leading edge in its practice and were pleased to have several great plans being implemented

#### What didn't work?

- Leadership of planning by a manager who was 'unconvinced' about it's potential meant the group was innovative and motivated, but had little power to actually make changes to services based upon people's plans.
- As people were invited to join the implementation group, rather than told to, it was made up of people with influence but no power to actually ensure that plans were developed or implemented.
- The work had focused on only statutory providers of services. Self advocates, families, commissioners and independent providers had not been involved in leading planning.

## Phase Two

Julie left largely due to her frustration with the lack of commitment to person centred planning from senior managers. The implementation group carried on, but lost its' focus without leadership and commitment from the manager. Some innovate staff carried on planning with people, but without guidance and support. Staff made informal support networks for person centred planning but this was dependent on the staff continuing implementation either on top of their existing workload or only because of their personal commitment to the plan and the focus person. A few of these facilitators became 'strategic termites', using their own power and influence to develop and implement plans. Some facilitators became isolated and marginalised. Some training was given in different styles of planning, though again there was no way of monitoring the way that planning was happening and practice became diluted and service, not person led. Eventually nearly all the skilled facilitators left the service, either disillusioned with planning or to use their skills elsewhere. The implementation group folded and attempts to re-ignite the sparks of enthusiasm and continue implementation were too sparse to make a difference.

93

## Phase Three (present)

Valuing People placed great emphasis upon the role of person centred planning in improving services and supports for people with learning disabilities. Eastside, which at one point had been an early adopter of person centred planning, is in the position of almost starting all over again. The 'strategic termites' are influencing the current citywide implementation groups, using their knowledge, learning and influence to ensure the same mistakes do not happen again. A new person centred planning co-ordinator has been appointed.

On reflection, Julie describes the following as her main learning points:



- Eastside did not adopt a depth and breadth approach to person centred planning. It used a depth only approach.
- Successful implementation requires both champions/enthusiasts and leadership from managers.
- Self advocates and families should be involved in leading planning.
- Facilitators require support and guidance once they have been trained.
- Person centred planning was not linked with service development or commissioning roles.

“My experience in Eastside made me realise that enthusiasm and energy from one person couldn’t be enough to implement person centred planning and thinking. It is easy to implement a new way of talking about planning, but for services to change requires strong, committed leadership. Throughout the country people are being appointed to new posts of person centred planning co-ordinators. It is important that implementing person centred planning is not seen solely as their responsibility.” Julie, person centred planning development worker

### How would Eastside do on the 4 tests?

#### Is person centred planning happening?

- Nearly everyone supported in the residential service has some form of plan. The standard of these varies; an audit concluded that a small number of plans are person centred at the leading edge, the majority of individual plans lie somewhere in between and a number of plans are far from being person centred at the trailing edge.
- Person centred planning is not seen as central to anyone’s work in the service, more of an optional add- on.
- There is interest in person centred planning from some staff, who are using person centred approaches.

### **Is person centred planning happening right?**

- Lots of staff are using the term person centred to describe a range of activities and services, without real understanding of what this means.
- Investment (in terms of commitment, time and energy) in planning only happens in isolated patches across the service.
- Facilitators that received training often felt unsupported and became frustrated in the months after the training and left the service.

### **Is person centred planning changing lives?**

- A very small number of people have plans that have changed their lives.
- No evaluation of changes initiated through person centred planning has taken place.

### **Is person centred planning changing services?**

- The service finds it difficult to sustain real change, as senior managers do not believe that the service needs to change fundamentally.

95

## **Implementing Person Centred Planning in Southside**

### **The Senior Manager's Tale**

Dave had been a senior manager in Southside for about 2 years before the introduction of person centred planning began in the mid-late 1990s. He describes how for some time the services for adults with learning disabilities had been working to build better partnerships with people and their families and to improve provision. There were lots of discussions and reviews and changes started to be made. For example day services started to shift away from traditionally run centres, more people were supported to get jobs, "respite" services started to offer leisure breaks and social activities. In the course of these developments some attention started to be focused upon the ways that individual planning and service reviews happened with people. People who used services, their families and staff of the service expressed a lot of dissatisfaction with how this was done. In brief they were saying:



- The ways planning and reviews were done didn't seem to be leading to significant positive differences in people's lives.
- People and their families said that the systems didn't seem to belong to them, but rather to the service – some said it was like going to see the head teacher when they were at school!
- Staff didn't have ownership of methods that felt like they belonged to the service management and didn't help them to do a better job with people.

So Dave and others started to think about this. They thought about what planning with people should be for, who it should belong to and how it should be done. At this time ideas about person centred planning had started to come to people's attention. Some had attended conferences and read articles about it.

96

In 1996 Southside had the opportunity to spend some time with John O'Brien and they decided to use this time to talk about planning with people. A mixed group of managers, staff, families, people with learning disabilities and local voluntary organisations spent half a day with John thinking about this.

Over the next few years people in Southside worked to answer the questions about planning and thus change how it was done. Dave describes this as 'a period of initial experiment and learning' that was then followed by more structured action. A 'person centred planning implementation group' was formed to plan and oversee action and this group has continued through to the present. Dave led this group and the key roles of the group were:

1. To implement person centred planning throughout the service.
2. To communicate person centred values.
3. To support facilitators and help them develop their skills.
4. To learn from person centred planning – how does the service need to change?
5. To evaluate the effectiveness of the planning taking place – is it changing people's lives?

## What has happened?

So far, large numbers of staff, and some families and self-advocates have had some training in making the planning they do more person centred. Southside decided to take the 'depth and breadth' approach. This meant that:

- Some people were given detailed training and support in Essential Lifestyle Planning. Over time more people are being trained in this and other person centred planning styles. They have been doing planning with people and this is having an effect on the lives and services of those people.
- At the same time, large numbers of staff, and later families and self advocates, have been offered less intensive training in a range of ways of making their planning more person centred.

This means that while the service gradually learns about how to do in-depth planning and what this means for changing services and supports, larger numbers of people can make their day to day planning better.

97

As well as the outcomes from planning with individuals there have been a range of linked developments and spin-offs from the person centred planning work. For example:

- Important learning has taken place around how to better support people with very complex needs and remove discriminating barriers to people from South Asian communities.
- Care management has started to incorporate person centred approaches, especially linked to people in transition from childhood.
- Key service areas, such as short term support, day services and housing and support are finding ways to respond better to individuals and use learning from planning to make changes.

## What did it take?

Dave describes the important things that they learned about introducing person centred planning. These include:





## Where next?

Dave and people in Southside would agree that they are at an early stage of a long journey. The people who can tell inspiring stories about getting lives that make sense for them remain in the minority. It is noticeable that there are increasing debates about making sure that person centred planning is not simply about making lives within services better. The investment to date has laid a foundation for building wider and broader change. People are clear, however, that both tenacity and imagination will be vital to achieve this. Key to this will be continuing to build 'positive pressure for change', especially via people and their families being centrally involved, themselves accessing training and support in person centred planning.

## Summary

These different early experiences of implementation suggest some common lessons for implementation groups:

99

- Leadership matters.
- Building and maintaining a 'guiding coalition' matters.
- When things are getting stuck, it's possible and helpful to stop, take stock and change direction
- Breadth and depth are both important.
- Not everybody can be a good facilitator – pick the naturals.
- Facilitators are more effective if they get ongoing coaching, networking and encouragement.
- It works better if families and people who want plans are seen and treated as equal partners in the implementation process.
- It's useful to have many different opportunities for learning and reflection.
- Working in parallel to change the way services are delivered means that person centred planning is more effective, and this creates a positive cycle.

The next chapter builds on the experience of these and other stories of change to set out the key tasks in achieving change through person centred planning.



## Moving From

## Towards

Senior managers have person centred planning low down on their list of competing priorities

Senior managers demonstrating through words and actions that listening to people through person centred planning and responding to what we learn is the cake – not the icing on the cake  
Cultivating and supporting leadership from self advocates and family members

A small training budget is identified for the first year only. Including family members in training is seen as a poor use of funds

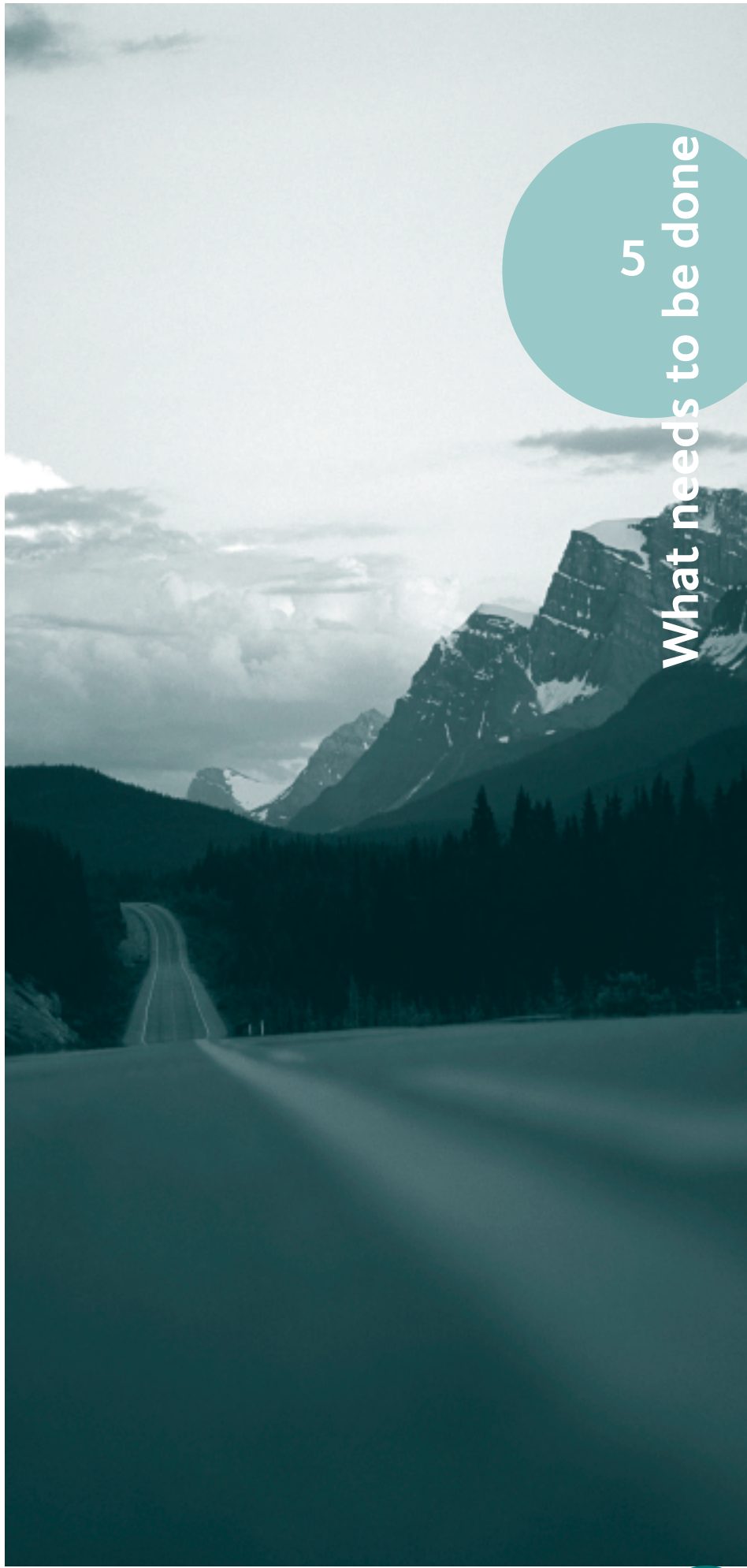
Substantial long-term investments in awareness training, facilitator training, self advocate and family member training  
Equal investment in ongoing support, problem solving and shared learning of people involved in person centred planning  
The crucial role of first line managers is recognised, and training given in developing person centred services

Person centred planning happens in a bubble – it is unconnected with learning or development  
Evaluations are simply a matter of counting plans and training places

Similar energy is put into Direct Payments, supported living, supported employment and community development.  
There is a culture of on going learning. We capture what we are learning from person centred planning about how the service needs to change, and use this to inform service redesign

## Chapter 4

### Work in progress



5

What needs to be done

