

Personalisation – a relationship check: ‘Money Can’t Buy me Love’

Nick Andrews

Planning Officer for Older People
City & County of Swansea



What went wrong with Preston?...

- ‘Daddy created him for good, but he’s turned out evil’ (Wendolene Ramsbottom, A Close Shave, 2005)
- ‘The facts are friendly’ (Carl Rogers, 1961)



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Get real – recognise the current focus on **process**, not people

- ‘Like the police service, adult social care is designed as a bureaucracy to feed the regime, not a service to meet older people’s needs. The regime constrains method. It is a bureaucracy of call centres, functional specialisation, activity targets, budget management, form filling and counting, designed according to the requirements of the regime. And the bureaucracy is cemented with information technology, all of which has been designed from the point of view of electronic data management and reporting, not solving people’s problems’ (John Seddon, 2007)

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The experience of **older people** in hospital - unsupported

- ‘The frail older people were anxious about their futures. Not one voiced their anxieties to staff and the findings showed they felt **unsupported** during this critical and final stage of their life’ (Kydd, 2008)



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The experience of **carers** – separation

- ‘...there is a danger that the quality and dynamics of the **relationships** between carers and the people they care for may be lost somewhere between the **separate** assessments of the two parties involved’ (D. Seddon et al., 2007)



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The experience of **staff** – burdened by bureaucracy



‘Our exclusive survey of more than 1,000 social workers working across children’s and adults’ services reveals that **one in four** is actively thinking about leaving the profession. The single thing most likely to persuade them to change their mind is less paperwork and **more client contact**.’
Community Care April 2007

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Personalisation – a recent reality check?

- *'The results identify a number of possible reasons for the downturn in support for personalisation. Two-thirds of practitioners said they had faced increased bureaucracy as a result of the agenda, while a similar proportion said they did not have enough time with service users to support self-assessments - a key plank of personalisation'. Mithram Samuel, Report on 'Personalisation' survey, Community Care 20th May 2010*



Learning from Lord of the Rings?

- *'Much that was, is lost, for none lived who could remember it. Some things that should not have been forgotten were lost. History became legend. Legend became myth'*



Two Welsh legends – both a little nonconformist



'Tales of a Country Doctor'

- *'While playing with her sister, our small daughter fell awkwardly and dislocated her elbow... it was not long before Dr. Davies arrived at the home. In no time, the elbow had been corrected – accompanied by a sharp cry of pain! He told the girl, the best kind of treatment for this sort of problem was an ice cream poultice applied internally. With that diagnosis, he disappeared to the village shop and was soon back with the 'prescription' in hand. Having helped himself to spoons from the kitchen, he sat down with all of us and shared the ice cream' (Davies, et. al., 2009)*



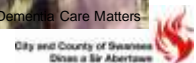
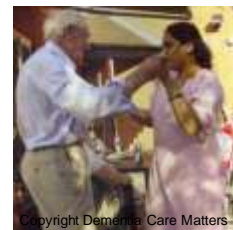
Wise words from NHS Lothian

- *'An enriched environment focuses on the relationships and interactions occurring between the people, the places and the processes that shape the experience of both receiving and providing care. Such a focus is essential, if the 'human and organisational' components of care are not to be lost due the current overriding emphasis on the 'clinical and technical' Bate, et. al (2008)*
- *'That loveless construct of the 1980s and 1990s called "caring" Alan Bennett, Untold Stories, 2005*



'Personalisation' is about **personhood**, which is more about relationships than money

- *'Personhood is the standing or status that is bestowed upon one human being, by others, in the context of relationship and social being. It implies recognition, respect and trust' Kitwood (1997)*



Back to the future? – learning from Biestek and Rogers

- 7 principles for the caseworker relationship, including 'purposeful expression of feeling' and 'controlled emotional involvement' (Felix Biestek, 1989)
- 'What is most personal is most general' Carl Rogers, 1961)
- 'Evaluation by others is not a guide for me... Experience is, for me, the highest authority. The touchstone of validity is my own experience' Carl Rogers, 1961)

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Let's hear it from some of the modern day prophets



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Whatever happened to friendship in health and social care?

- '...and (the social worker) came and you know, talked to the kids about it that evening... and when my dad died, and my oldest son was in a terrible state, she came that night as well, at 9 o'clock. So pretty impressive support really. And I am sure she would do that for everyone... **that's the person she is**' Service user quoted in Beresford, P. et al. 2008)



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No them and us – 'Do you get it?'



'As an organisation, becoming person centred is about creating a culture where the service brings out the best in individual staff and those receiving the service. This involves enabling people living and working together to develop a **feeling based service, almost like a family or community**' David Sheard, Dementia Care Matters

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Start by focussing on **being person centred**, rather than **doing person centred care**



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'Being present' entails letting go of that obsession with doing which often damages care work, and having a greater capacity simply for being' Kitwood (1997)

'We spend life as a human being not as a human doing' Sheard (2007)

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I-it, I-thou and POVARisation

- 'Can I see another's woe, and not be in sorrow too? Can I see another's grief, and not seek for kind relief?' William Blake
- POVARisation – safeguarding at what cost?



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The 'independence' agenda – the danger of individualism in an age of consumerism



- 'There is a need to replace an individualistic view of autonomy with one based on 'interconnectedness and partnership' that recognises the uniqueness of each individual, but also the **interdependence** that shapes our lives' Nolan et. al.(2006)

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Towards 'enriched environments' of support



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Creating 'enriched environments' through the Senses Framework

Service users, carers and staff achieve:

- A sense of **security**
- A sense of **continuity**
- A sense of **belonging**
- A sense of **purpose**
- A sense of **achievement**
- A sense of **significance**



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'Money can't buy me love' – the Lesley Benham guide to transforming a service with no extra cash

- 'The most important crucible of transformation is the human heart. Without this, all the new initiatives that come from government are bound to fail. Deep change only ever takes place when people decide to do things different, when they experience sort of **conversion**'. Giles Fraser, BBC Radio 4, 29th June, 2007



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Who are the champions of transformation?



- 'We argue that investment on reorganisation may be better spent on supporting the workforce to move from being policy victims to policy entrepreneurs and able to deliver real and sustainable transformation' (Parker and Glasby, 2008)
- '85% of innovative ideas that work, come from frontline staff' (Performance and Innovation Unit, Welsh Assembly Government at SSIA event in Swansea 25/09/08)



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Should we start by 'banning the boss?' – learning from complexity theory

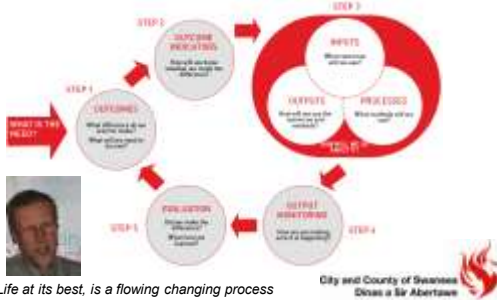
- 'The change is taking managers to this place called leadership (but not in the conventional sense). Leadership for me revolves around 'individual values', ideas, direction, and has more to do with inspiring and influencing people as to direction and values than with day-to-day implementation, which is best left to the experts – the frontline staff. The 'democratic leaders' in my theory, are capable of influencing other people to do things without actually sitting on top of them with a checklist'.



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Taking a **collaborative** and **relationship centred** approach in Swansea



'Life at its best, is a flowing changing process in which nothing is fixed' Carl Rogers

Icing on the cake?

- Outcomes and Individual Budgets cannot be imposed upon an 'impoverished' environment. They need to be the icing on the cake of an 'enriched environment', the key ingredients of which are value driven collaborative relationships



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Measuring outcomes



- 'Not everything that counts can be counted, and not everything that can be counted counts'. Albert Einstein

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Learning from **expenses**

'Compliance has replaced conscience'
Jonathan Aitken,
BBC Today
programme 3rd June
2009



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A warning to the teachers of the law and the Pharisees?

- 'The teachers of the law and the Pharisees sit in Moses' seat. So you must obey them and do everything they tell you. But do not do what they do, for they do not practice what they preach. They tie up heavy loads and put them on men's shoulders, but they themselves are not willing to lift a finger to move them'. Matthew 23, v2-3



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Two questions to ask ourselves?

- What would an 'enriched environment' of support **look, sound and feel** like in our team, service or organisation?
- What can I personally do right to make a difference right now?



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