Community-based services in the 21st century – *power, professionals, peers, and paradigm shifts*

National NFP Sector Conference, 19 Feb 2018

David Codyre, Psychiatrist

Community-based services in the 21st century –

Part one: *Setting the context*

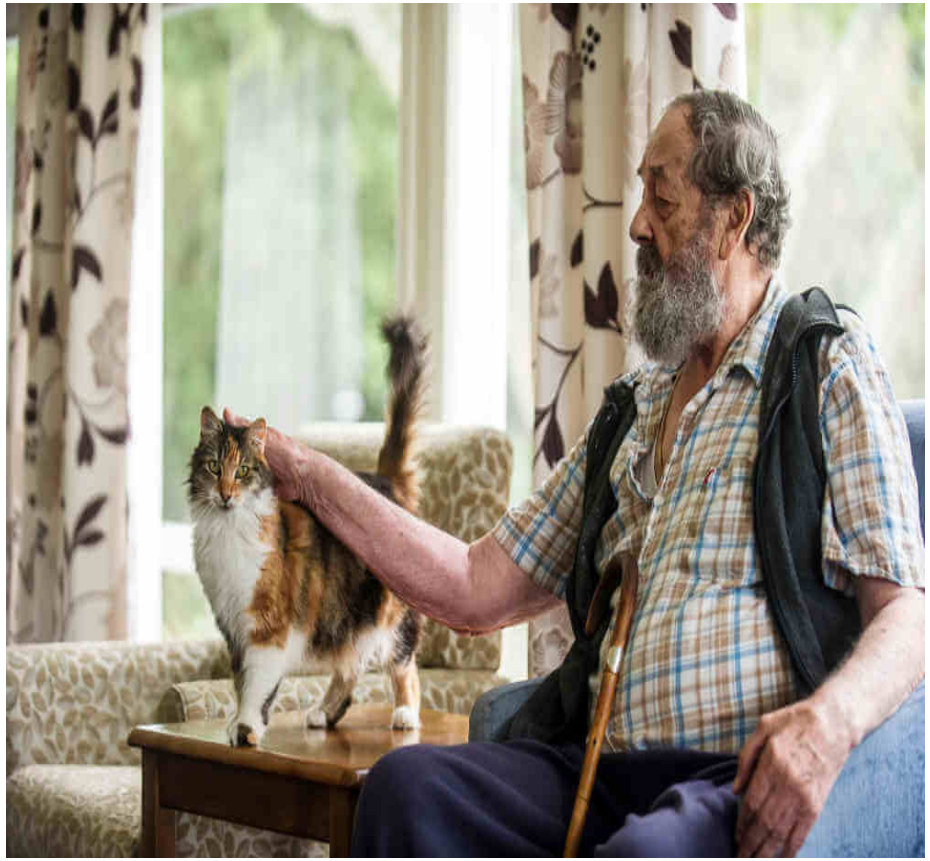
(talking to your head first)

"Helping, helping relationships, power, and outcomes"

Questions: Helping vs Harming??

- As Health and Social Services, how often do our well meaning attempts to help, do harm?
- What are the ways that the intention to help, can harm?
- Is doing harm in the course of providing help ever justifiable?
- How do we know if in helping someone we are depriving them of the right to learn to help themselves??
- ***How do we lead and develop Health and Social services into the 21st Century, which help without doing harm??***

Helping people – a noble vocation



Helping and Narratives

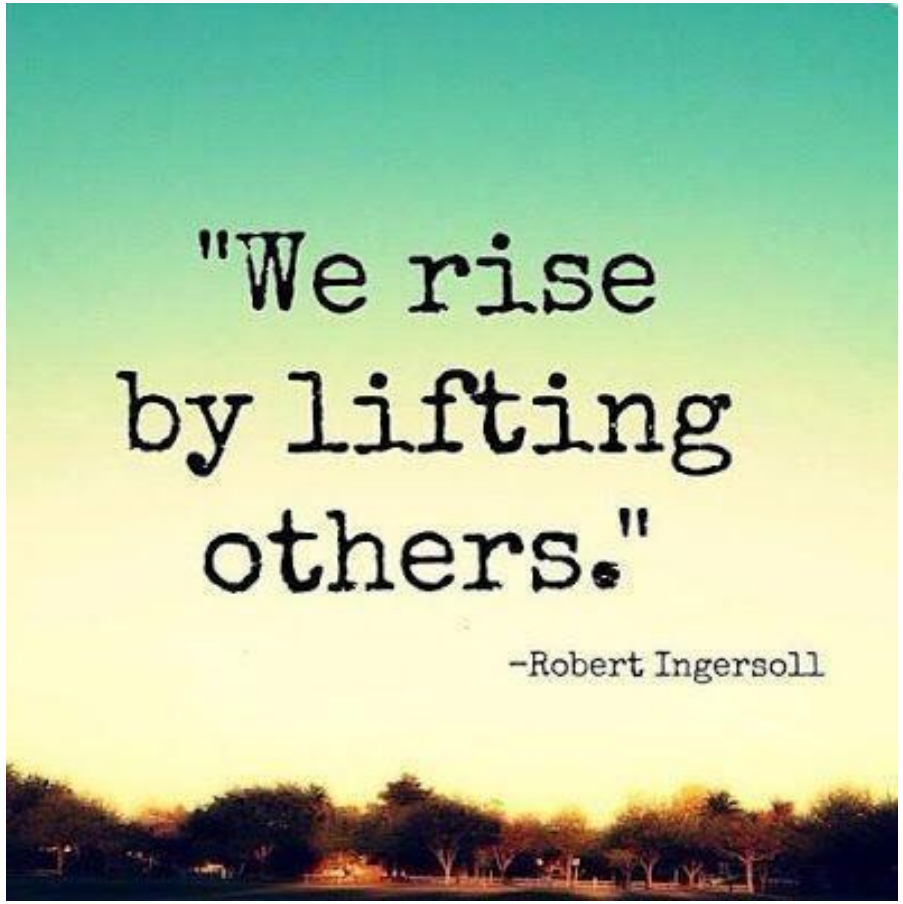
We shape reality through the stories we tell

Narrative research has deep roots leading back to the late 19th century and it was a very significant way to explain the truth in clinical psychology and sociology as late as WWII. In the 1980's the narrative returned as a cognitive scheme.

Narratives have enormous powers to shape reality. (p. 208)

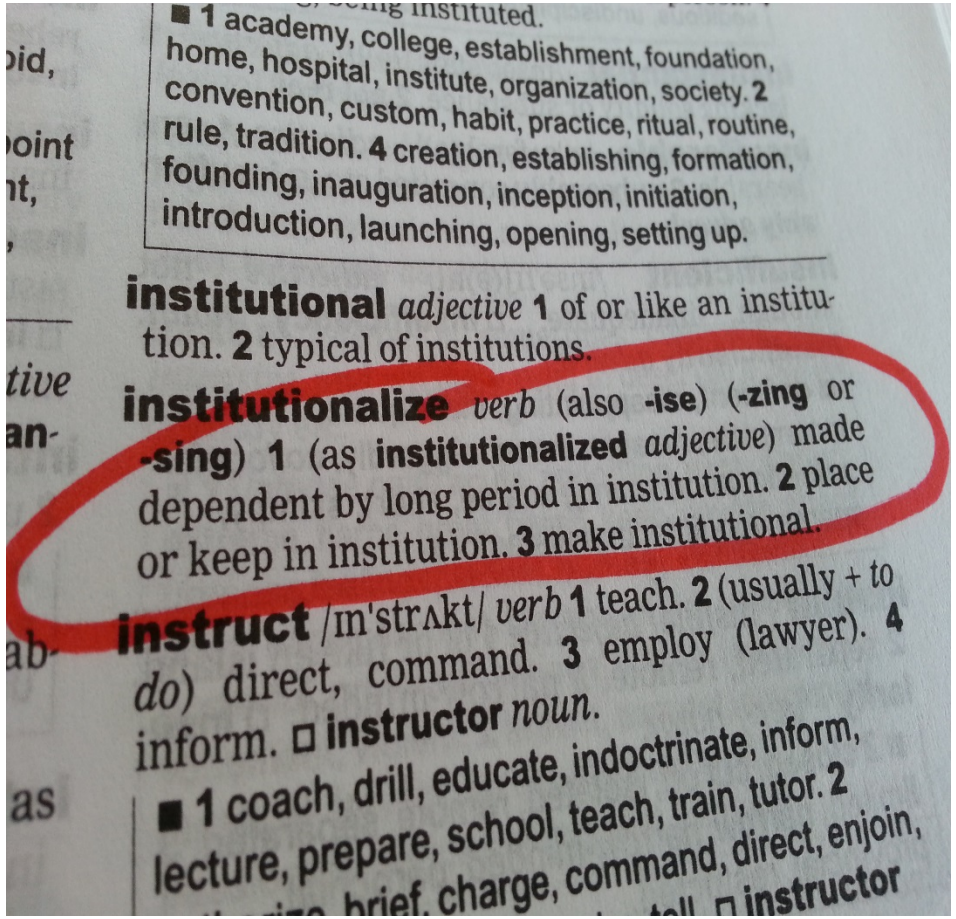
Spector-Mersel, Gabriela (2010). Narrative research: Time for a paradigm. Narrative Inquiry 20(1), 204–224.

Helping – our narratives of ourselves



Can helping do harm??

When helping becomes disempowering



■ 1 academy, college, establishment, foundation, home, hospital, institute, organization, society. 2 convention, custom, habit, practice, ritual, routine, rule, tradition. 4 creation, establishing, formation, founding, inauguration, inception, initiation, introduction, launching, opening, setting up.

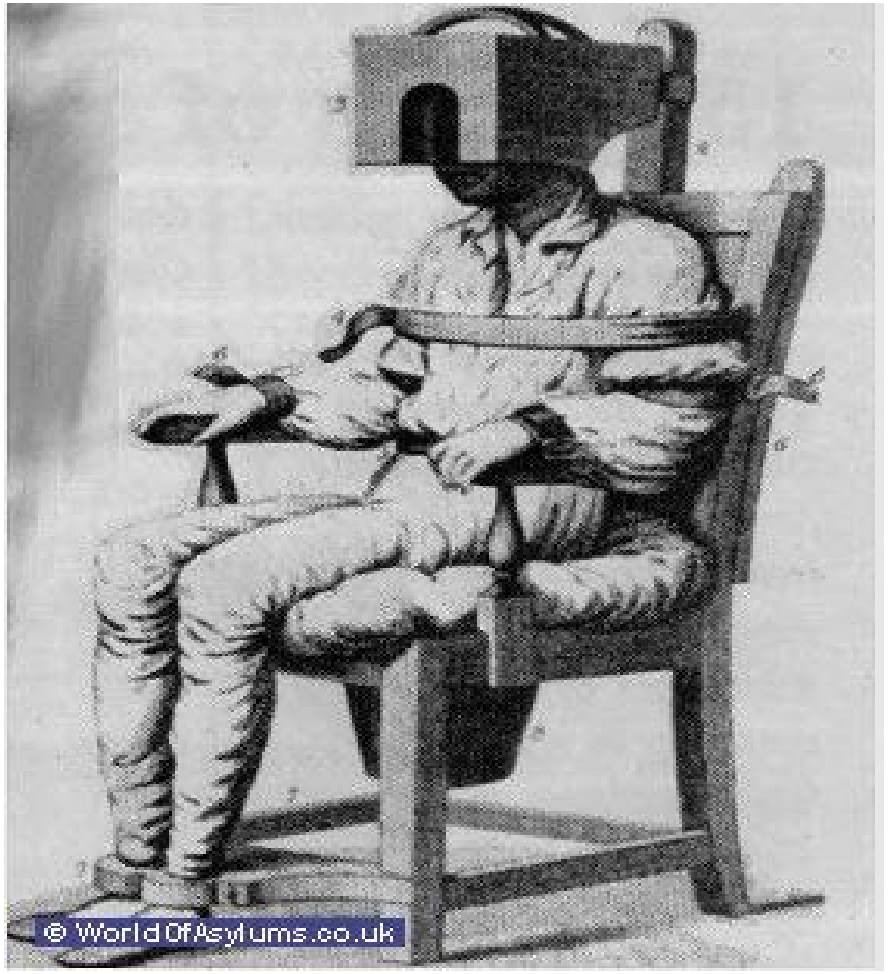
institutional *adjective* 1 of or like an institution. 2 typical of institutions.

institutionalize *verb* (also **-ise**) (**-zing** or **-sing**) 1 (as **institutionalized** *adjective*) made dependent by long period in institution. 2 place or keep in institution. 3 make institutional.

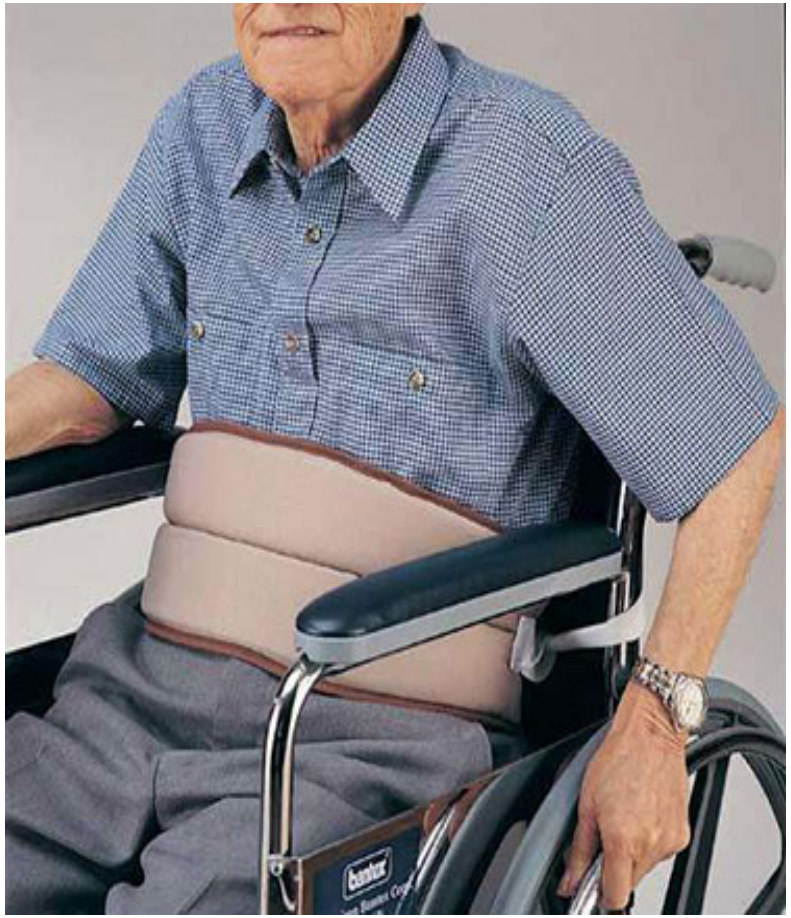
instruct /ɪn'strʌkt/ *verb* 1 teach. 2 (usually + to *do*) direct, command. 3 employ (lawyer). 4 inform. □ **instructor** *noun*.

■ 1 coach, drill, educate, indoctrinate, inform, lecture, prepare, school, teach, train, tutor. 2 brief, charge, command, direct, enjoin,

Helping people – power dynamics



Helping people – power dynamics



Changing ideas of how to help…

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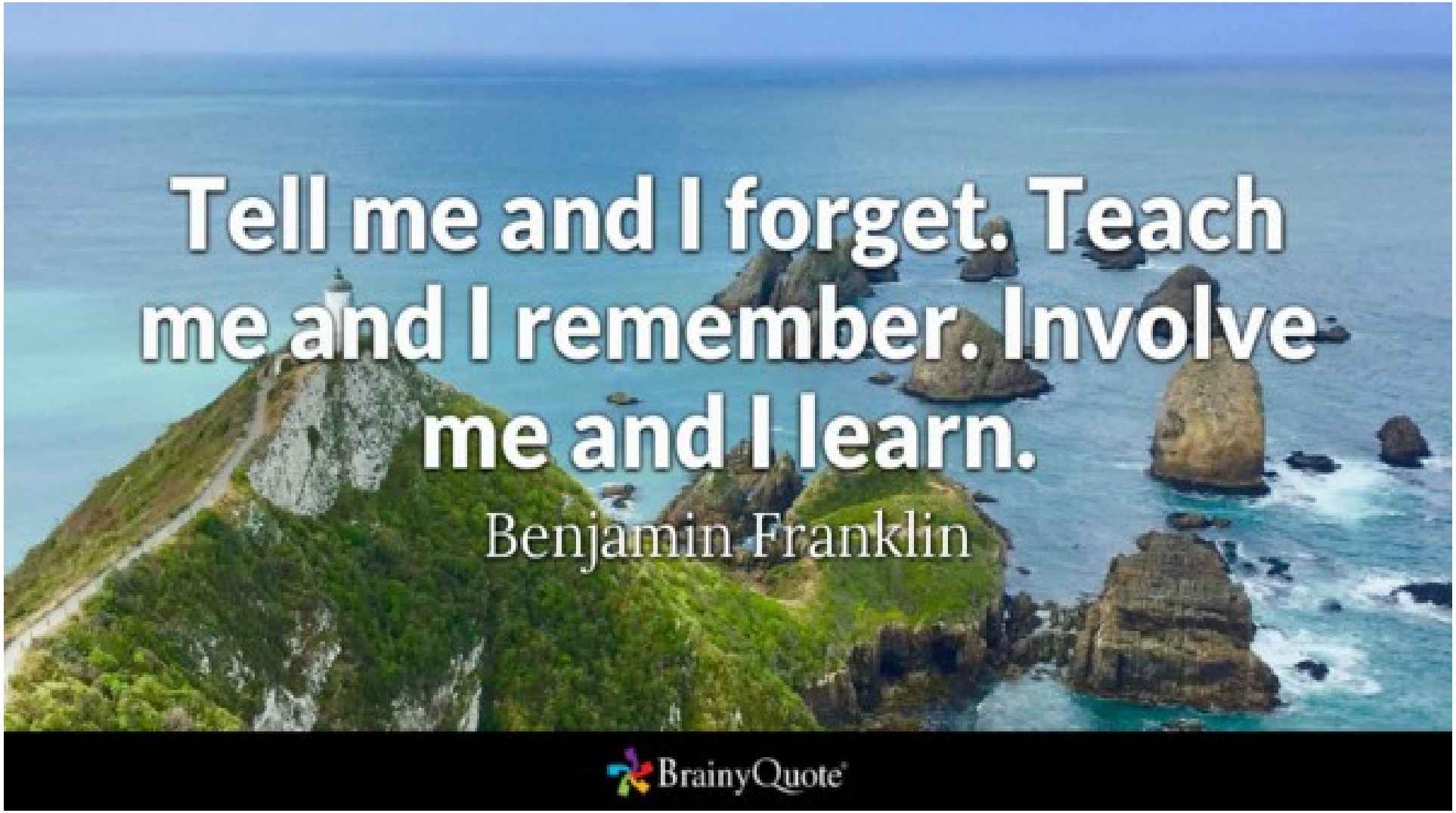
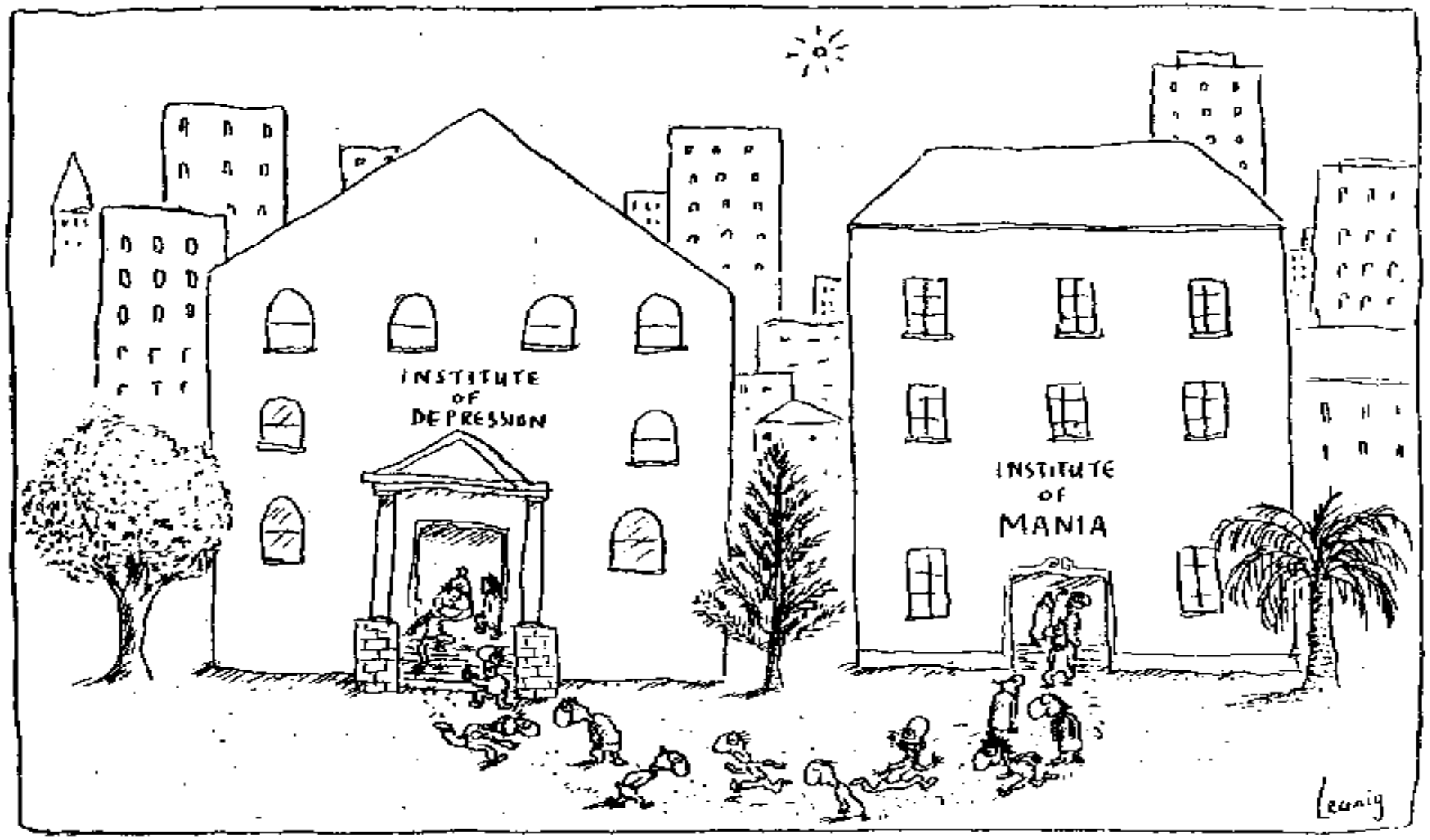


…1950's-2000's first change of Paradigm

Shifting from ‘’Them”…



…to “Us”

Shifting from doing to…

Figura 5 – Lobotomia transorbitária (Longo *et alii*, 1956).

…to doing with

From institutional care…

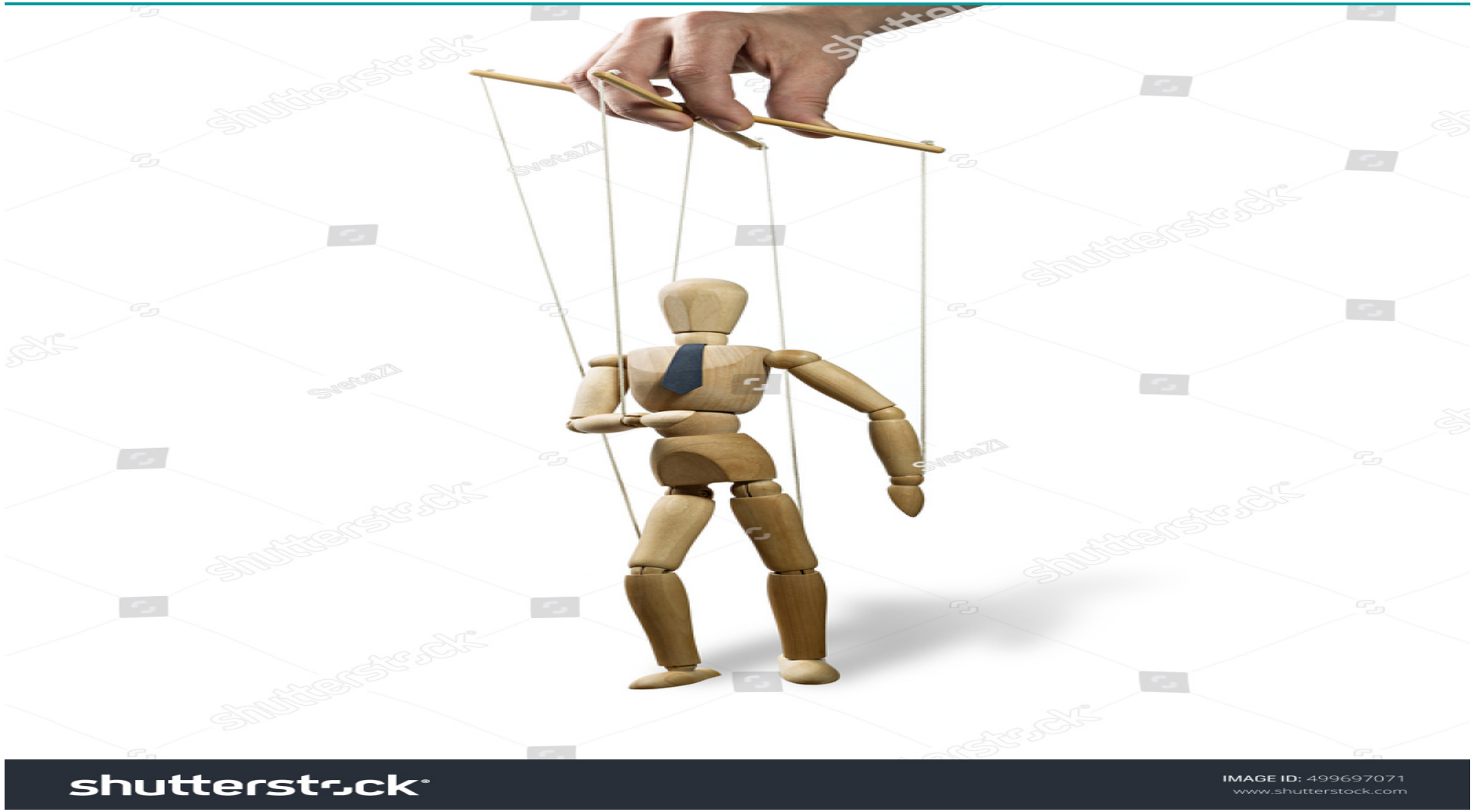
…to community care

From “I know the important things…”

Via “how the internet changed the world…”

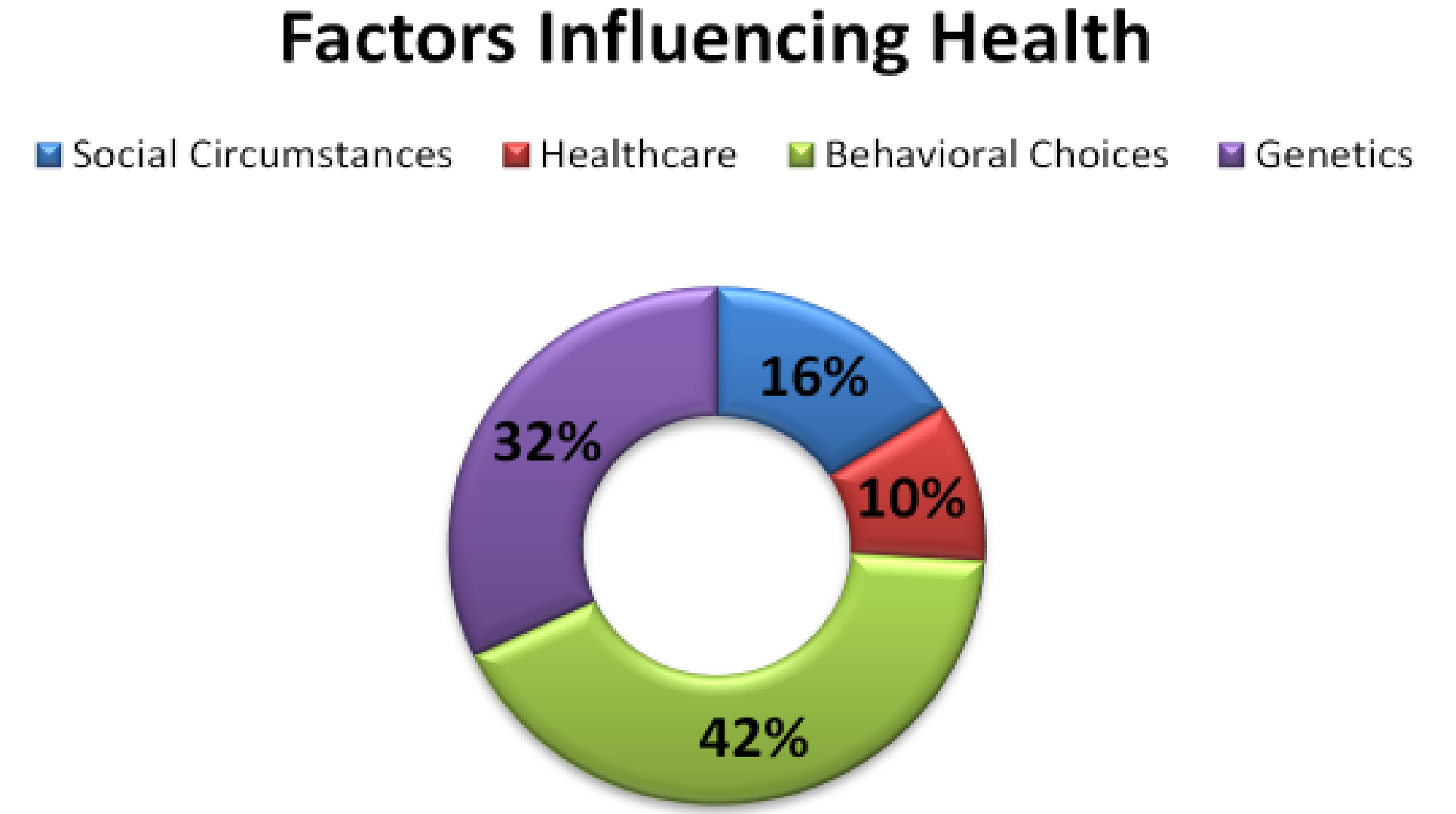
…to “what we both know is important”

From holding the power…



…to sharing the power

But what REALLY makes a difference?



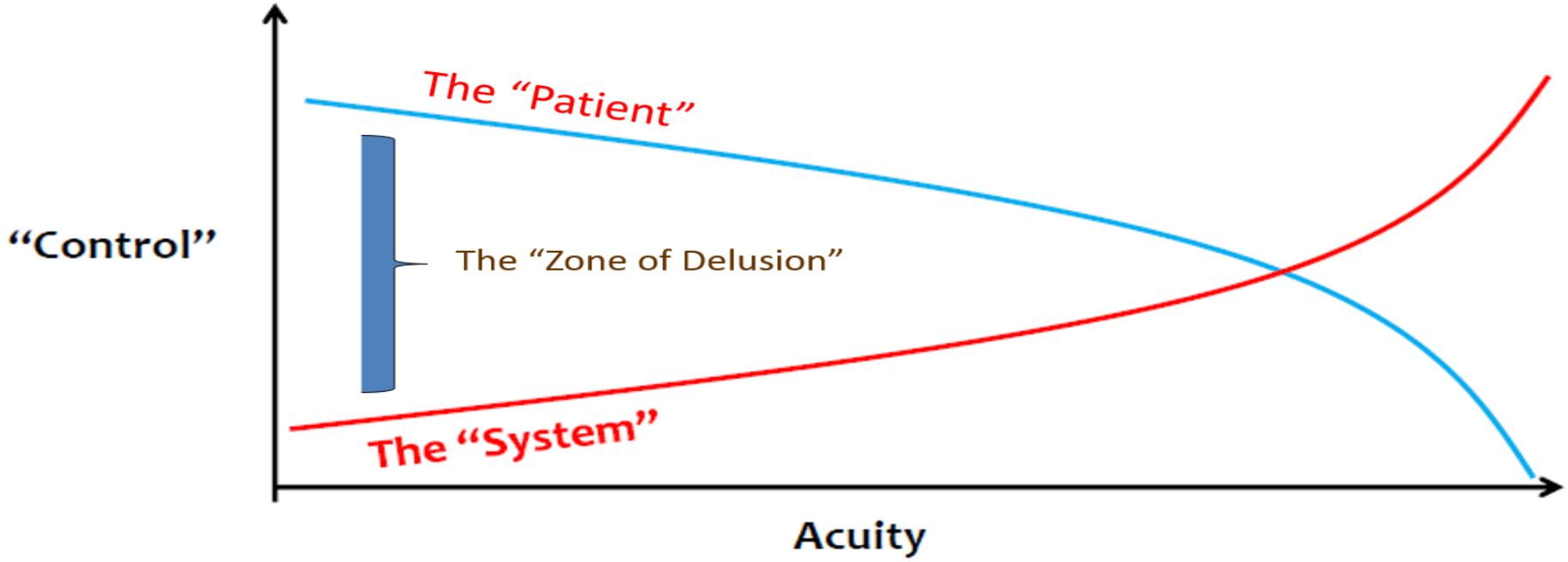
Change – who is responsible??

Helping and deluding ourselves

NIRVANA HEALTH GROUP STARCARE CENTRE

Who really makes the decisions?

Who controls the outcomes?



Who is responsible – what we teach

Peers leading recovery – an old idea…

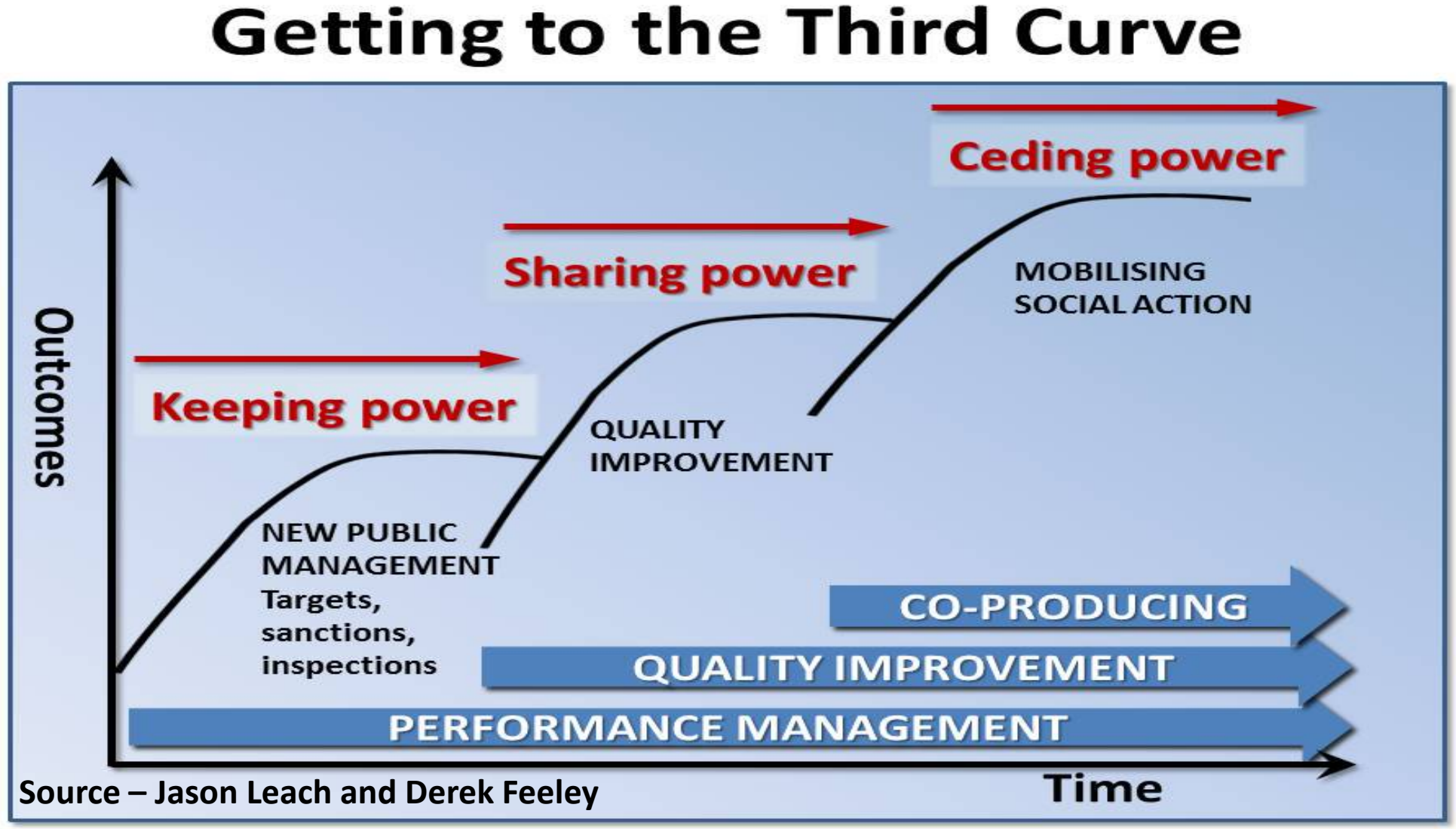
…that holds true today!

Highlights

- *Reaching the "hardest to reach"*
- *Creating peer and volunteer roles working alongside clinicians*

2010’s-?? - second change of Paradigm

From sharing power to ceding power



What is Power in our lives??

Power is linked to AGENCY

- The **capacity** of individuals to **make their own choices** and to **take action** in a given environment

- Words that are connected to **agency:**
  - Action
  - Activity
  - Effect
  - Influence
  - Power
  - Choice

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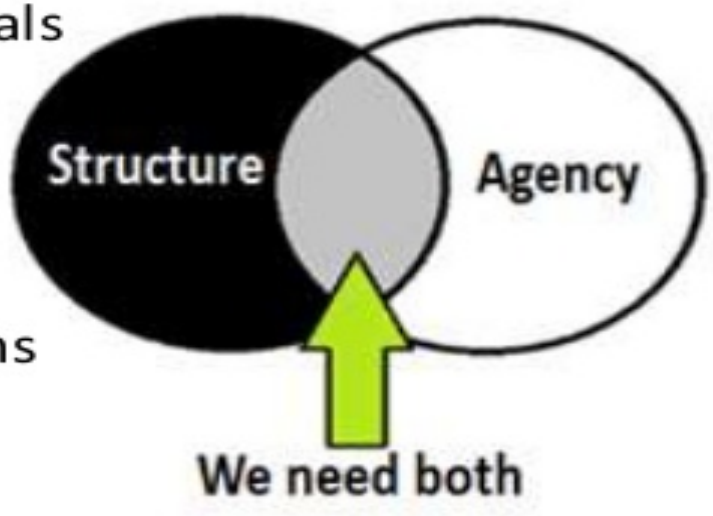
How do we change our approach??

The design dilemma at the heart of change

Systemic approaches
Performance goals
Regulation
Competition
Programme
Management
Incentive systems



Activation
Patients Included
Capability
Leaders everywhere
Social action
Solidarity
Social movements

The predominant approach in recent years has been **STRUCTURE** but globally there is a big shift towards **AGENCY**

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Embracing genuine co-design…

Co-design

- Participatory, co-creating and open
- A wide range of people can make a creative contribution to formulate and solve problems
- Goes beyond consultation by building and deepening equal collaboration between users, patients, families and citizens affected by a particular challenge
- Users, as experts of their own experience, are central to the design process

Source: adapted from Design for Europe
Source of image: Penny Hagen

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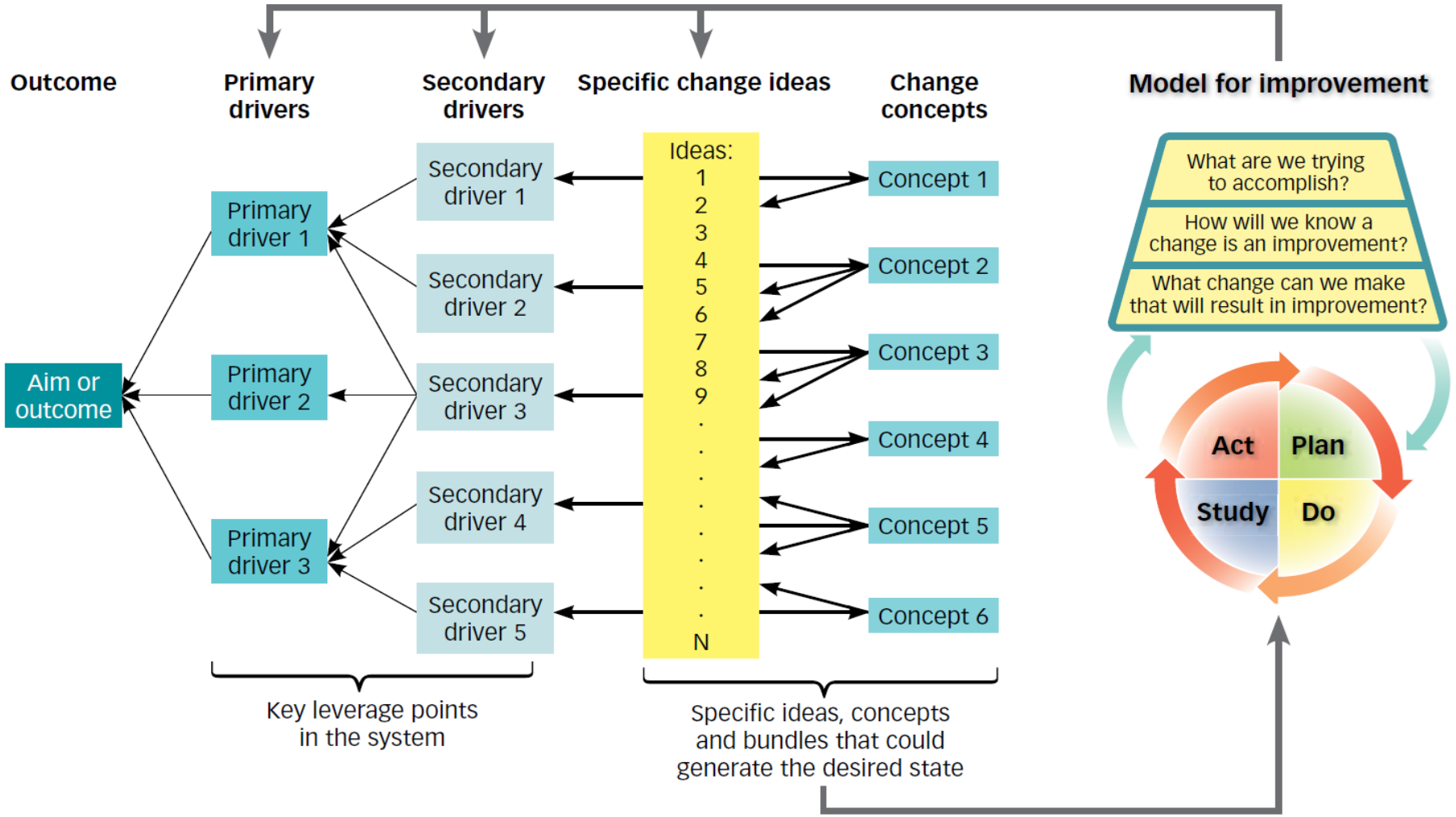
Basic Improvement Science

Driver diagram informs testing, testing refines theory / FIGURE 3



Organisational culture 1

Organisational culture 2

Significance of Empowerment

- Enhances beliefs of employees that they are influential contributors to the organizational success.
- Employees perceive meaning of work.
- Employees feel competent.
- Employees derive a sense of self-determination.
- Employees believe that they have an impact on important decisions.

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"HERE TO SERVE"

Community-based services in the 21st century –

Part two:
My story

(Talking to your heart)

What does all this mean in real life?

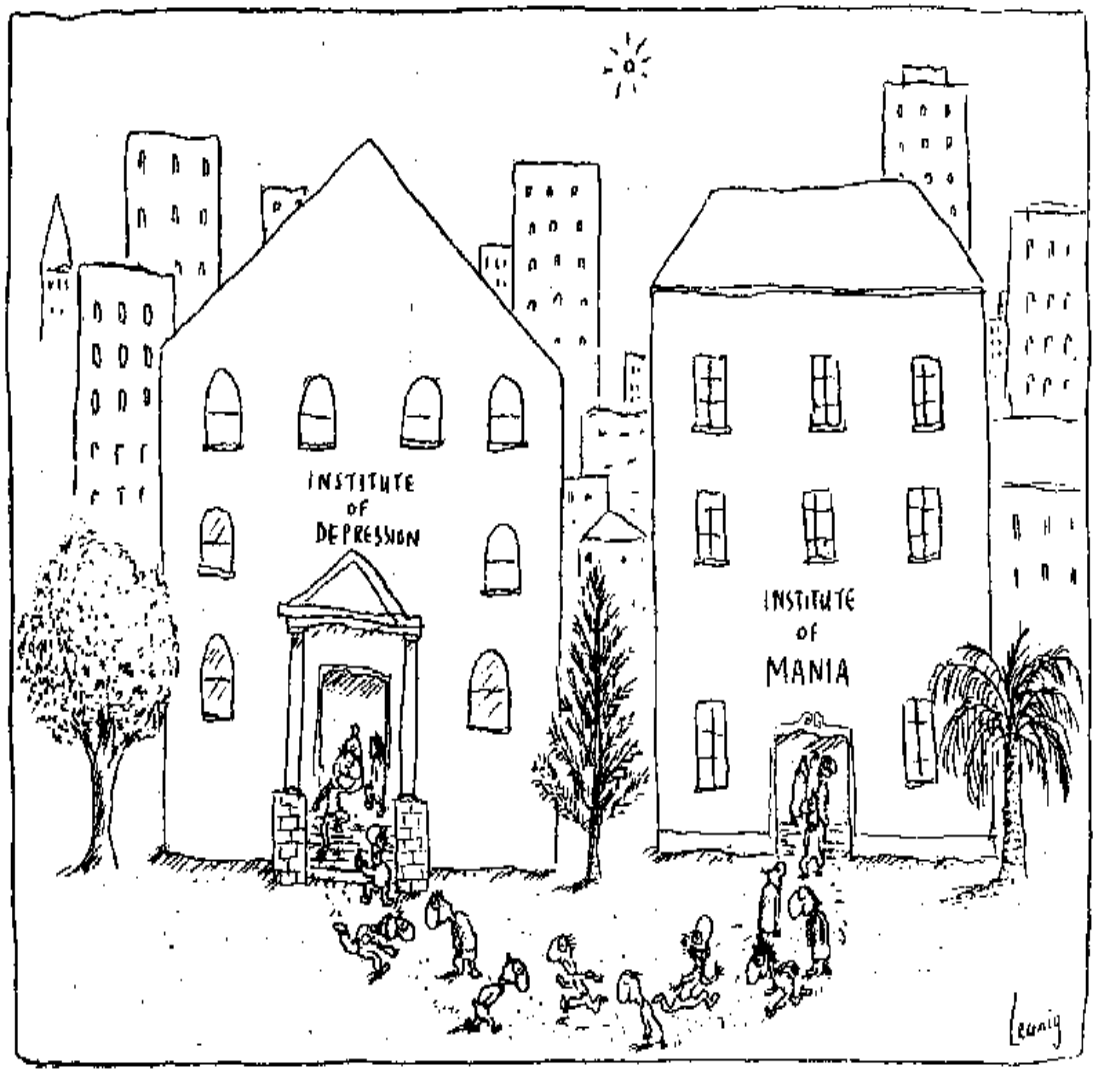
Formative Influences…

Formative Influences…

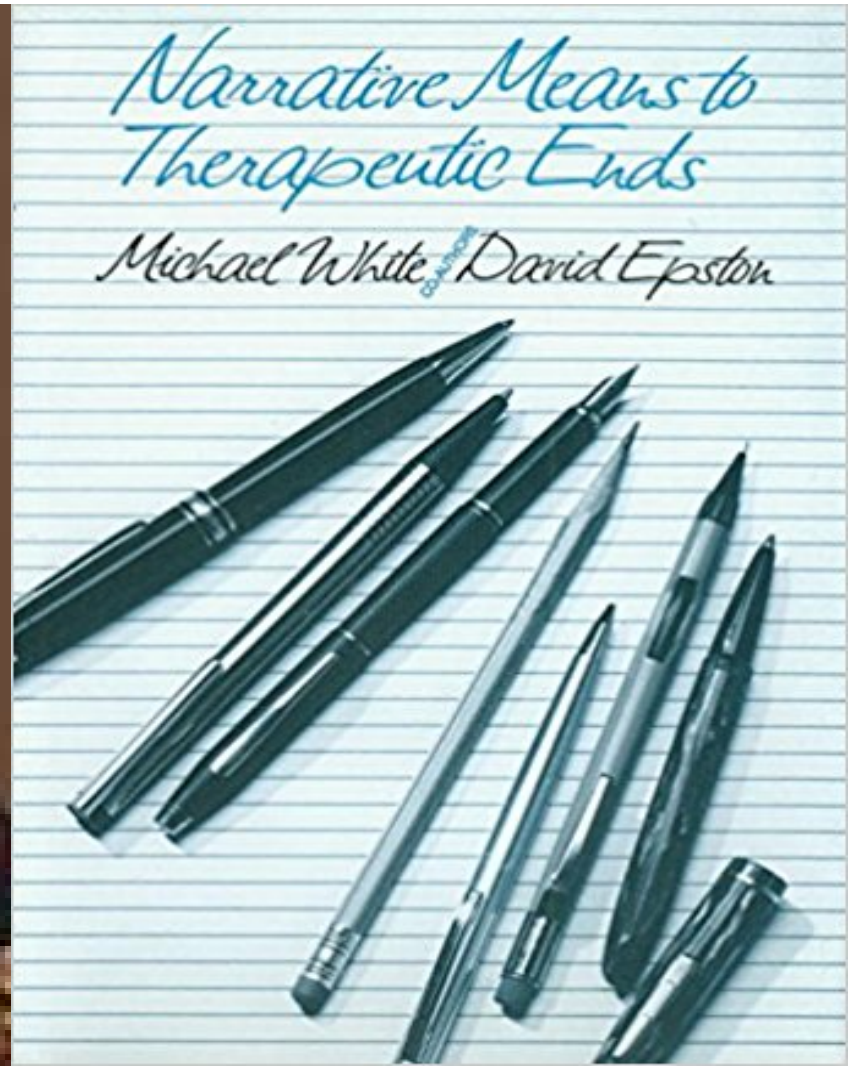
Being a good psychiatrist….

What I was taught:

- Relieving people of their voices, unusual beliefs, anxiety, and depression is the core of good clinical care
- Good clinical care is the core of what it takes to foster recovery from severe mental illness
- “If I am good enough at my job, people will recover…”



Formative Influences…



Formative Influences…

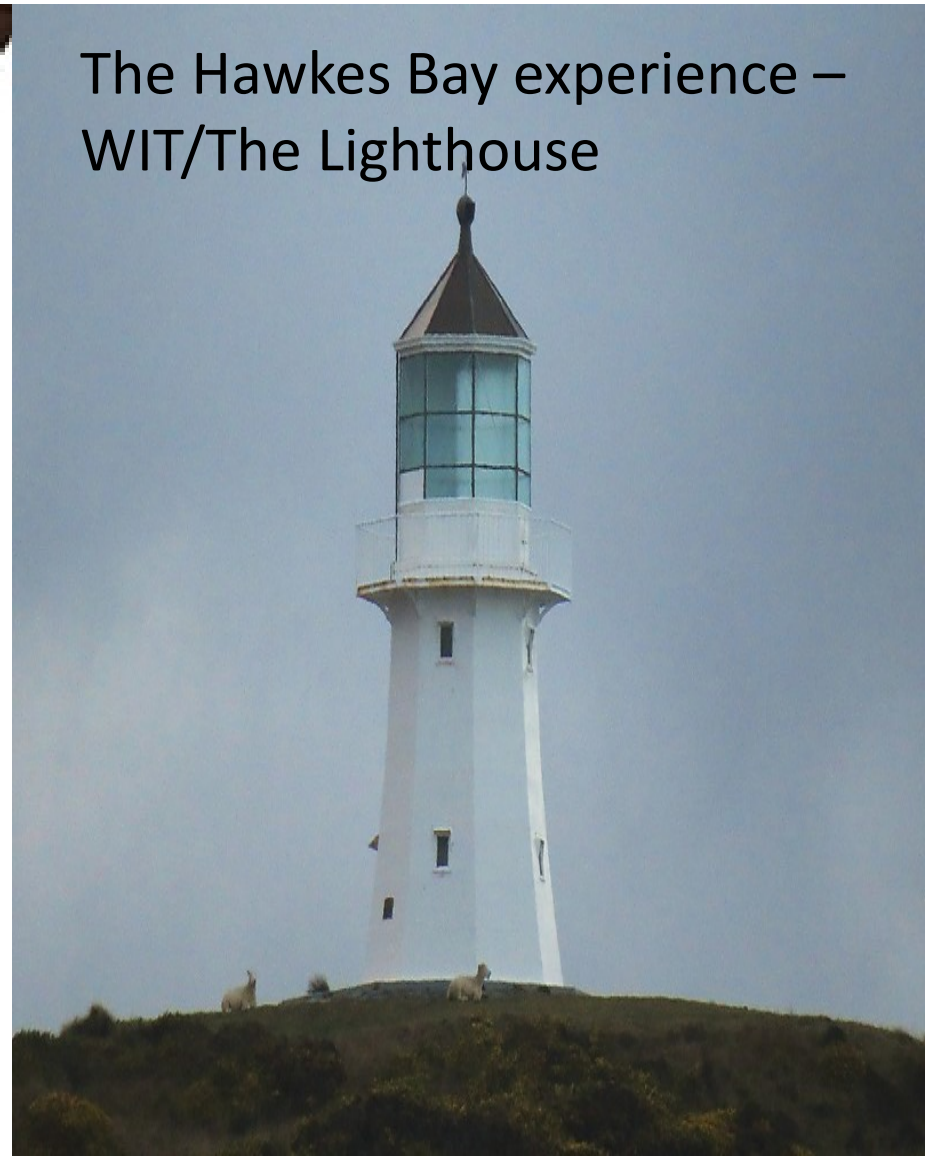
Understanding Aspirations…

The Village Long Beach Experience

Formative Influences…

The power of connection…

The Hawkes Bay experience – WIT/The Lighthouse



Helping without Harming?

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STARCARE CENTRE

Understanding Aspirations…

The power of connection…

The magic of peer roles…
and peer lead service provision

Wellness Support Team

Kia Kaha – Initial Concept

People with poorly managed LTCs, frequent admissions

↓

Screen for severe mental health need

↓

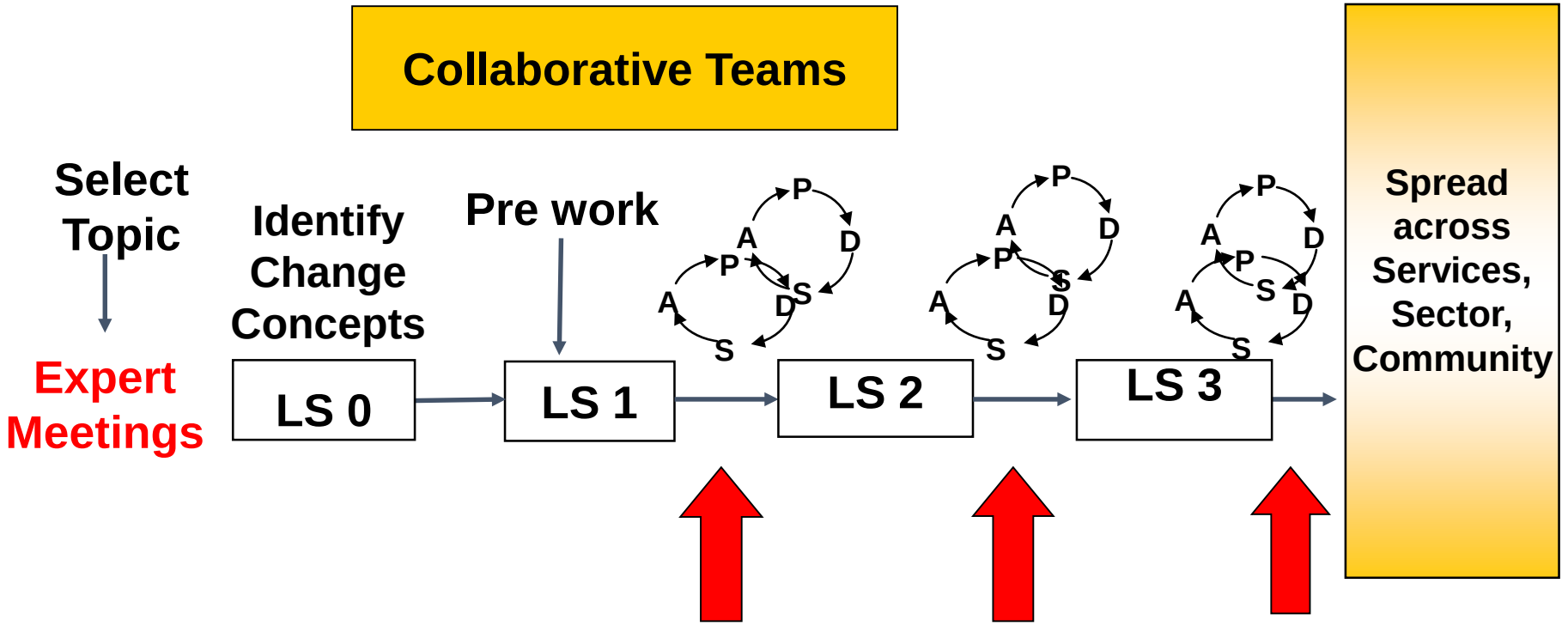
Engage with Flinders Care Planning

↓

Stanford SME

Health Psychology

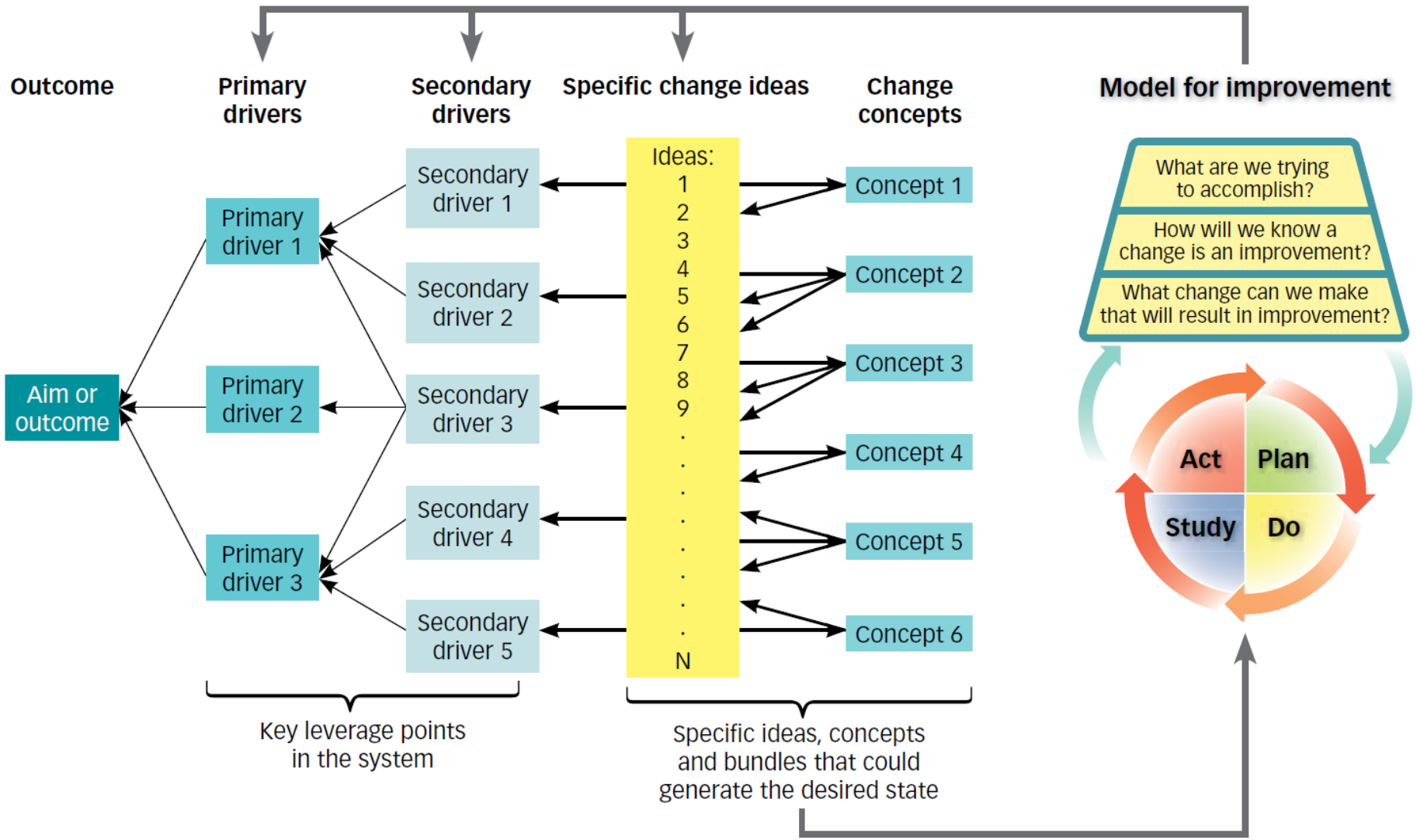
IHI Methodology – implementing Evidence into Practice, improving Quality – Efficiency - Patient Experience



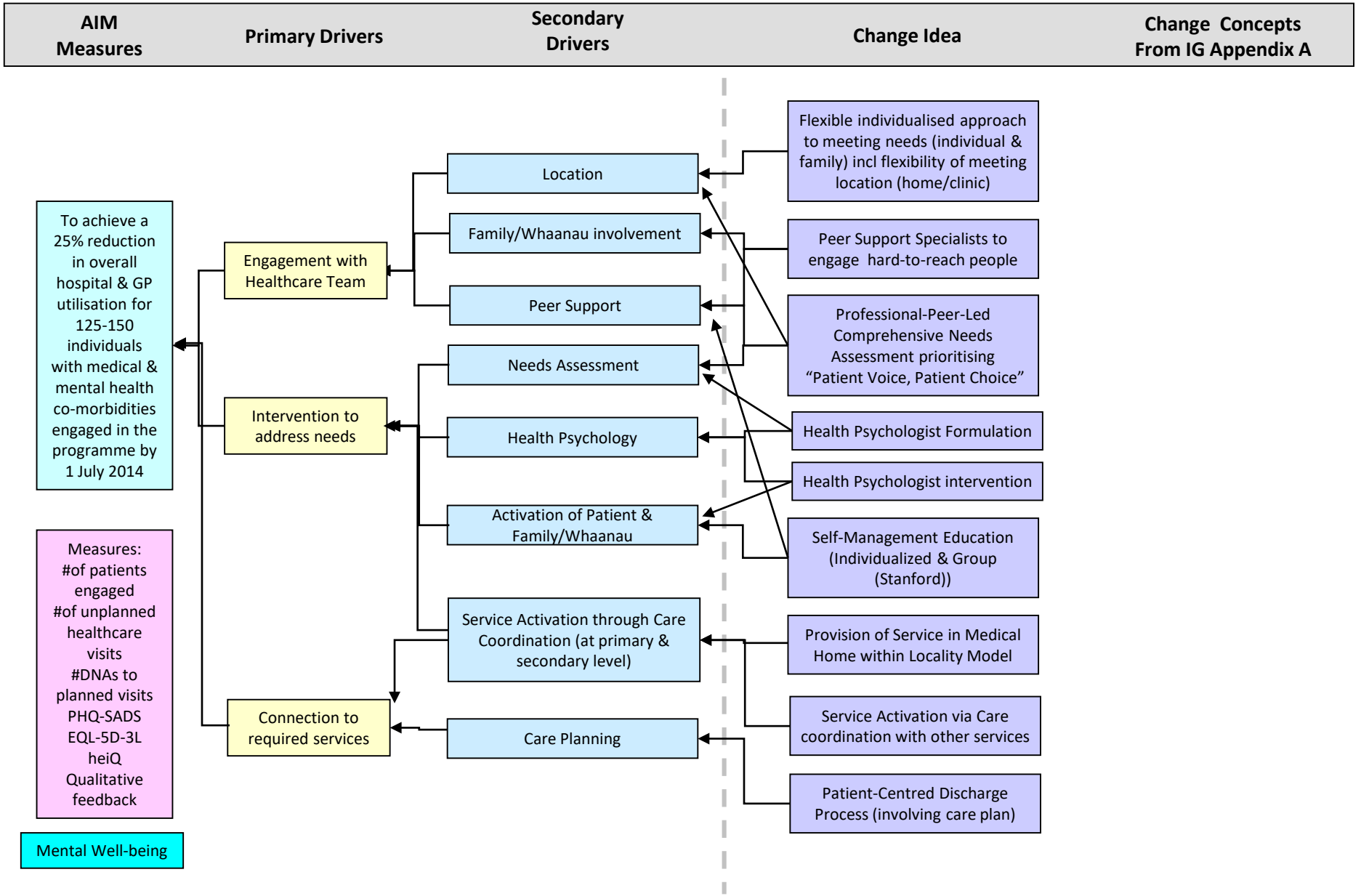
Supports: emails/ phone / one on one site visits & regular meetings

The Breakthrough Series: Institute for Healthcare Improvement Collaborative Model

Driver diagram informs testing, testing refines theory / FIGURE 3



Driver Diagram: Kia Kaha: Manage Better, Feel Stronger



Inspiring Stories ….

Co-Design

What we found…

- Not all of the high users seen identified themselves as having a “mental health issue”
- What we identified was high psychological distress and psychosocial complexity

- Engagement was the biggest challenge
- We trialed the use of peer support workers to engage with the most hard to reach patients
- Along the way, we recognised more and more the value of peer support as an “intervention” in itself

?Peer engagement in Primary Care?

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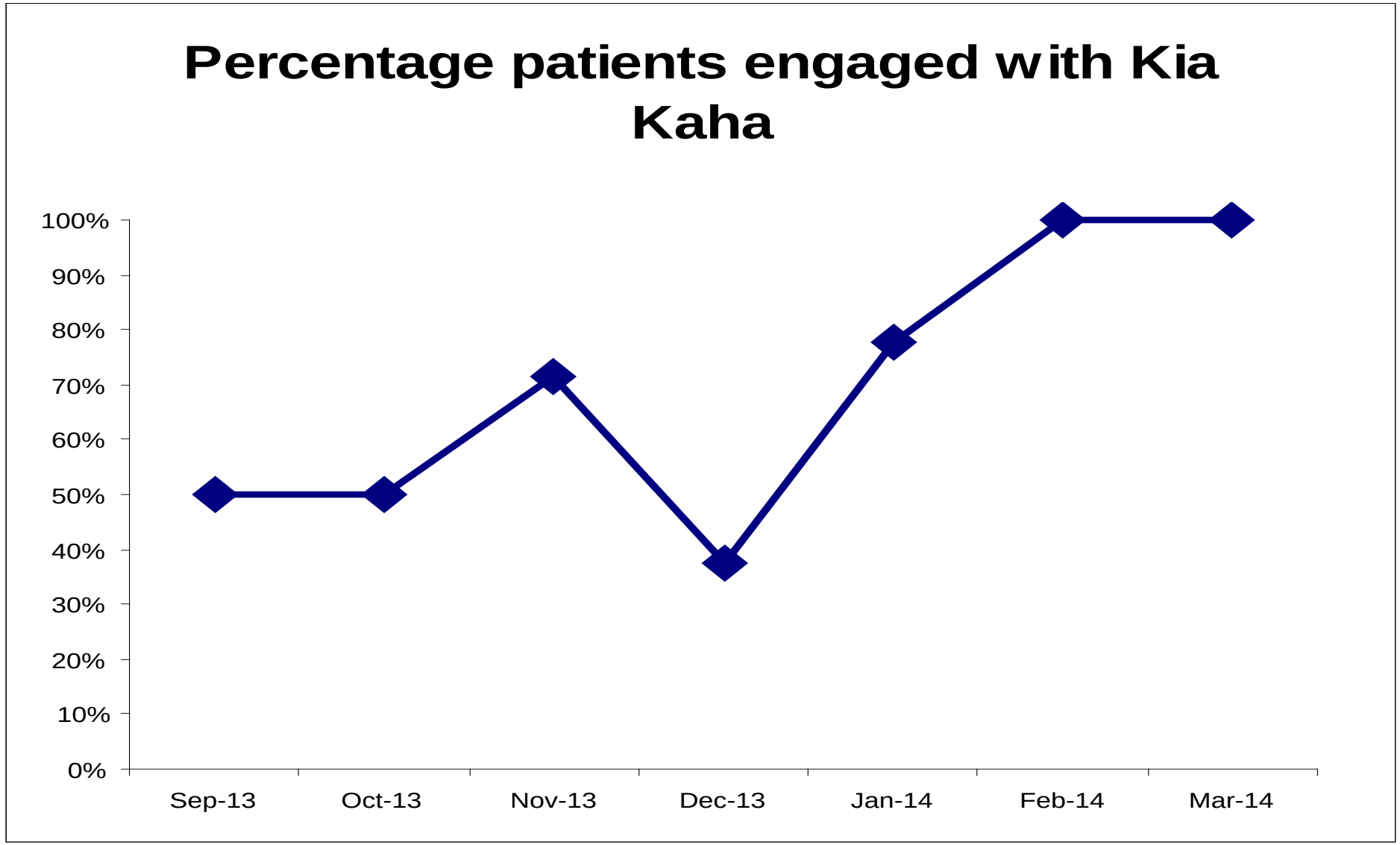
STARCARE CENTRE

Peer roles – the magic begins!



Wellness Support Team

Kia Kaha – final concept

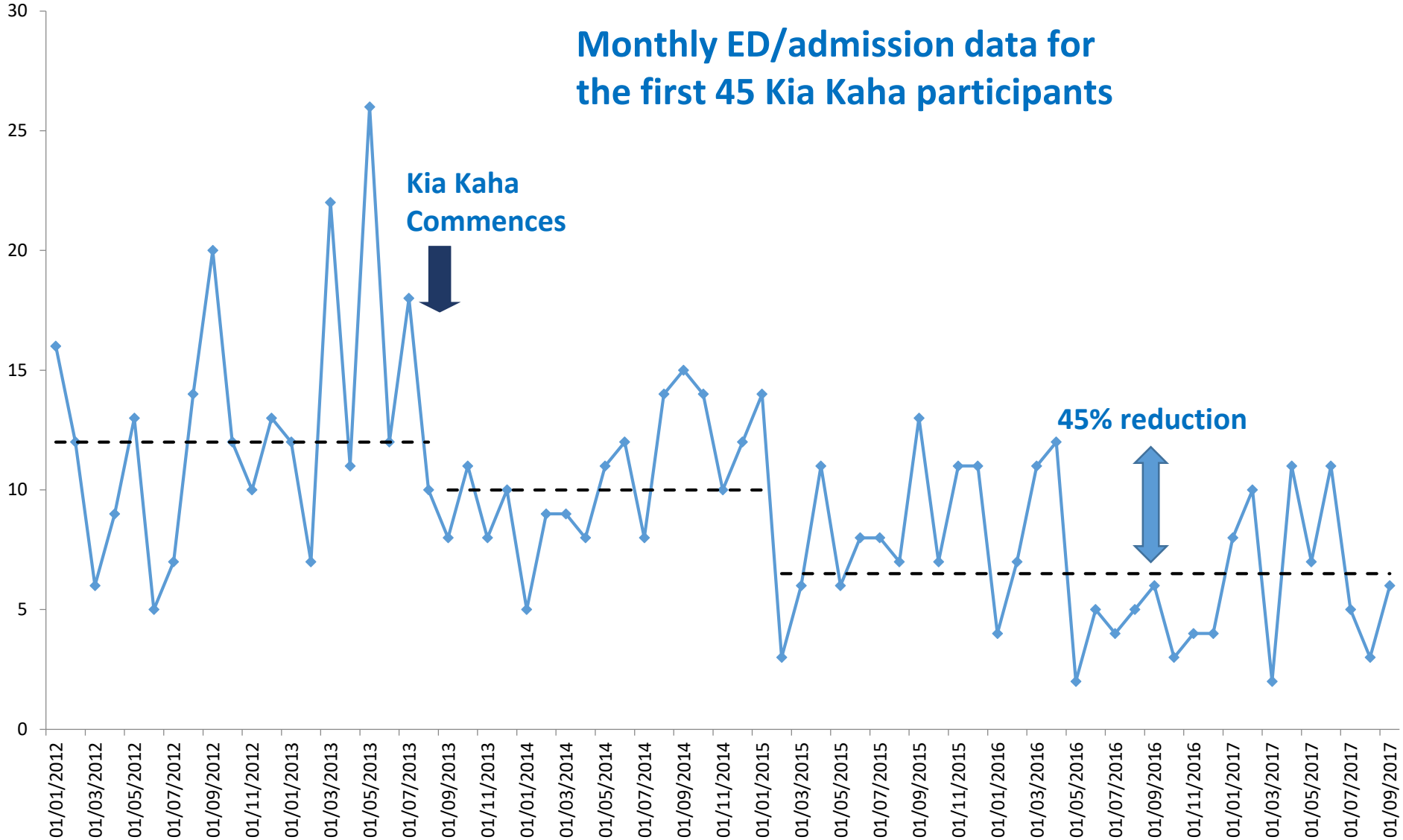
People with poorly managed LTCs (Medical and/or MH)

Flexible engagement process: Location – clinic, home
Peer support worker outreach

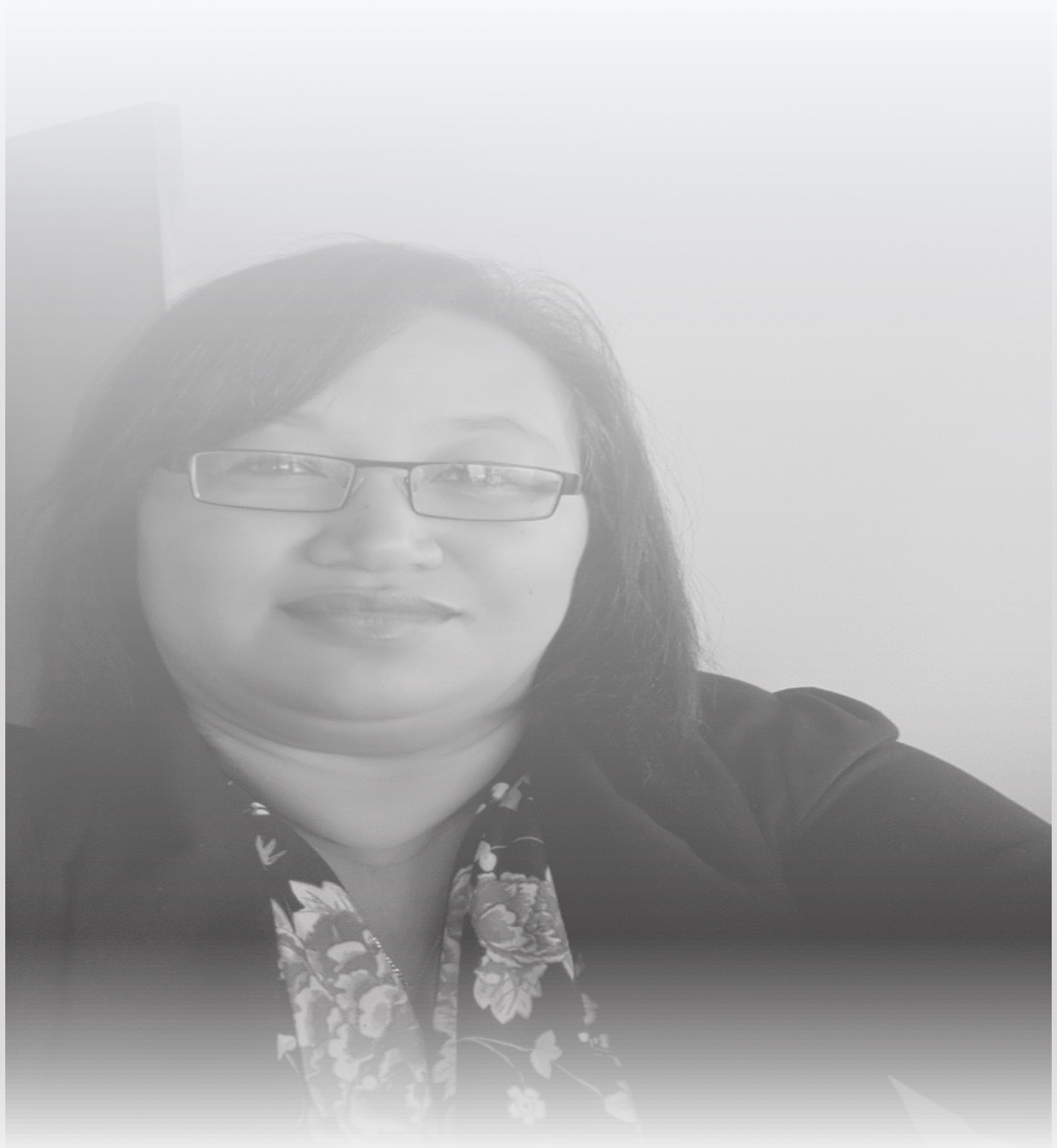
Comprehensive needs assessment "Patient Voice, Patient Choice" "What matters (most) to you?"

- Peer Support
- Needs Coordination
- Stanford SME
- Health Psychology

Kia Kaha ED present/admissions data



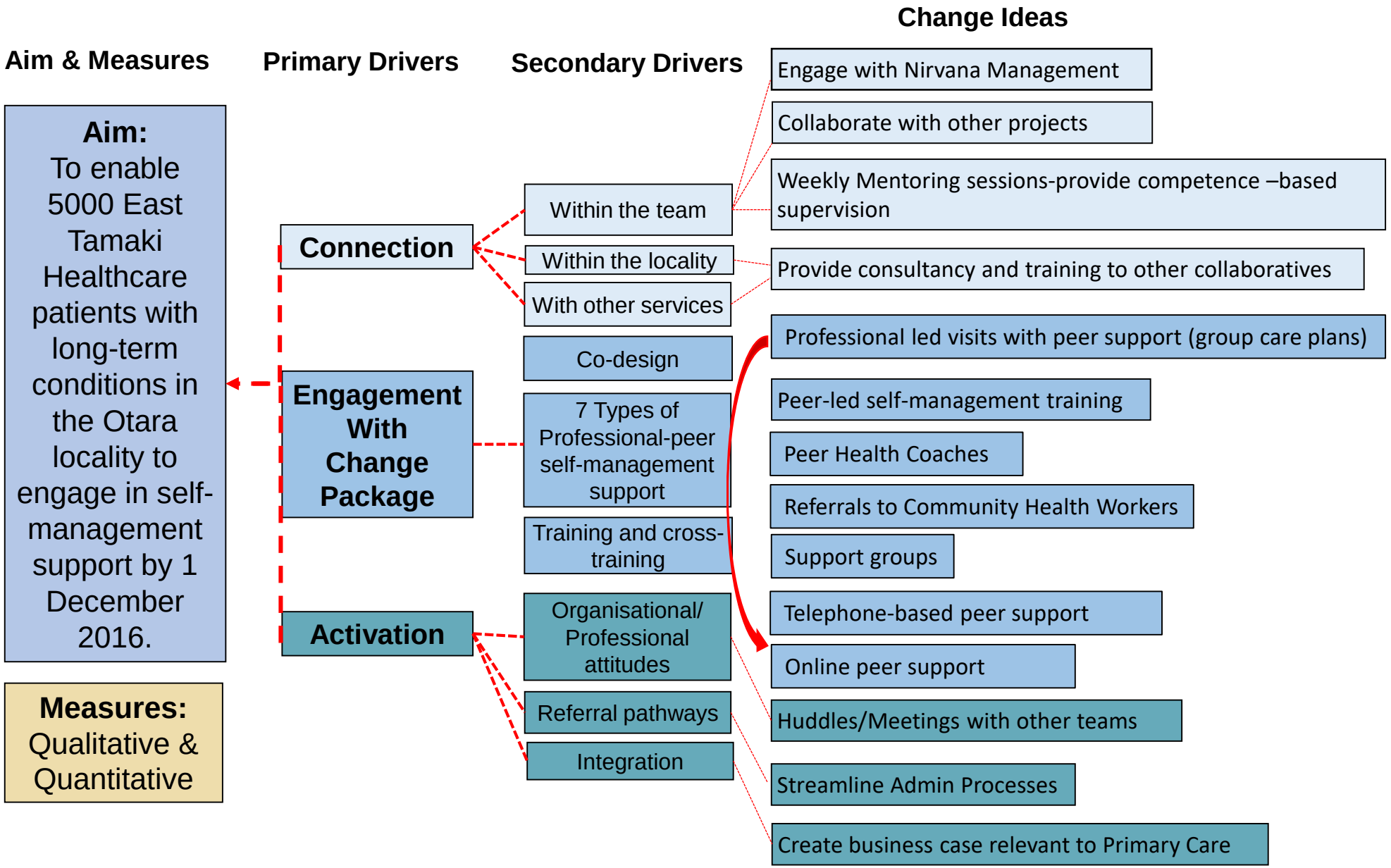
Whatever we are doing, we are managing our lives…



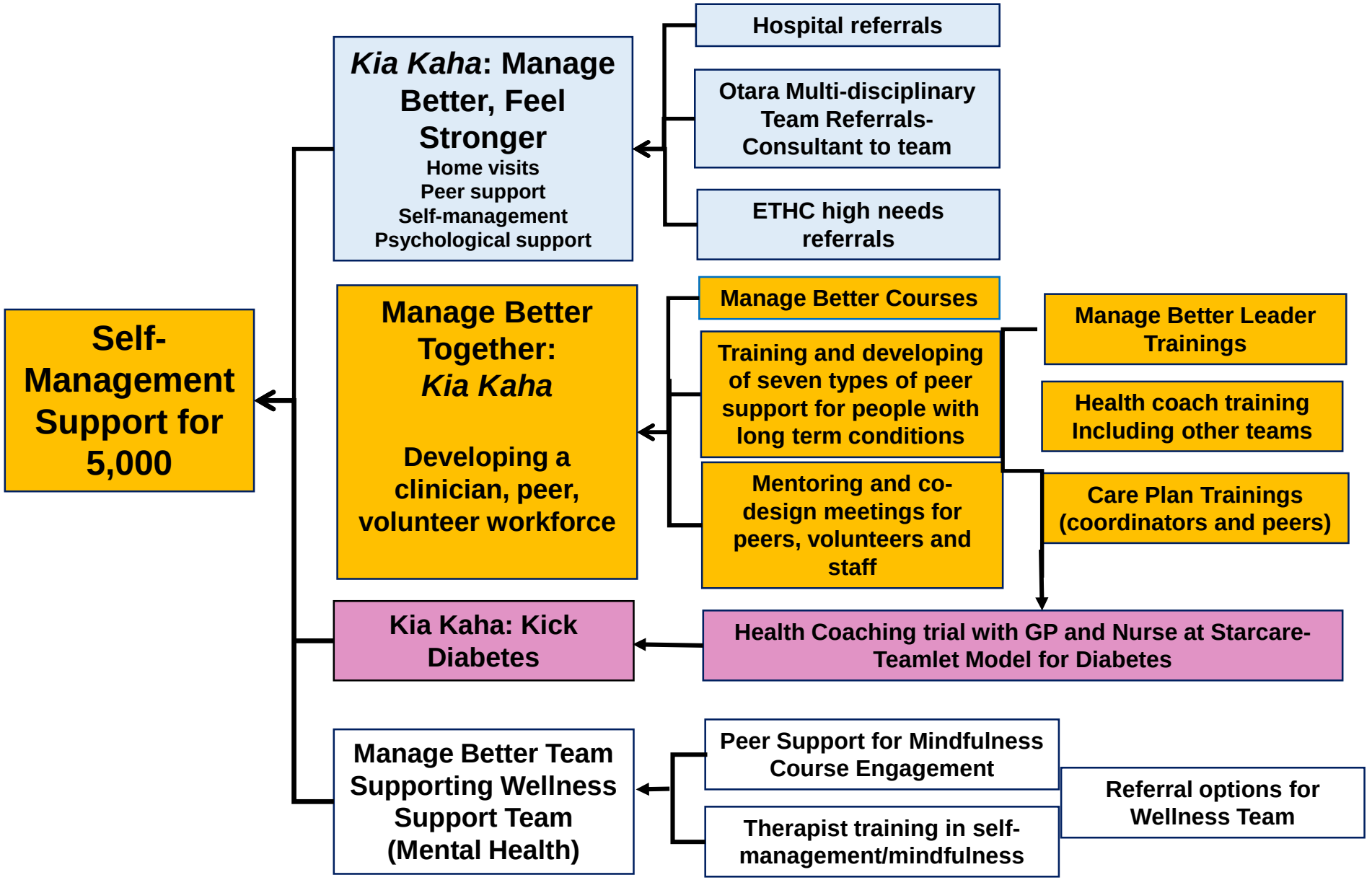
How we Manage

Makes all the difference to both quality of life and costs

Driver Diagram



Change Package



Providing options…

*http://www.cepc.ucsf.edu
*http://www.chcf.org/publications/2006/12/building-peer -support-programs-to-manage-chronic-disease-seven-models-for-success

Careplan groups

“Helpful to share with someone else….to see through someone else’s eyes

Culture specific courses

Language specific self-management communities

Peer Support

"I can now control my anxiety by using all of the techniques that were taught…my goal is to get better and stay healthy"

Manage Better Leaders: Peers-Volunteers

"It teaches me to keep my chin up and face the world day to day"

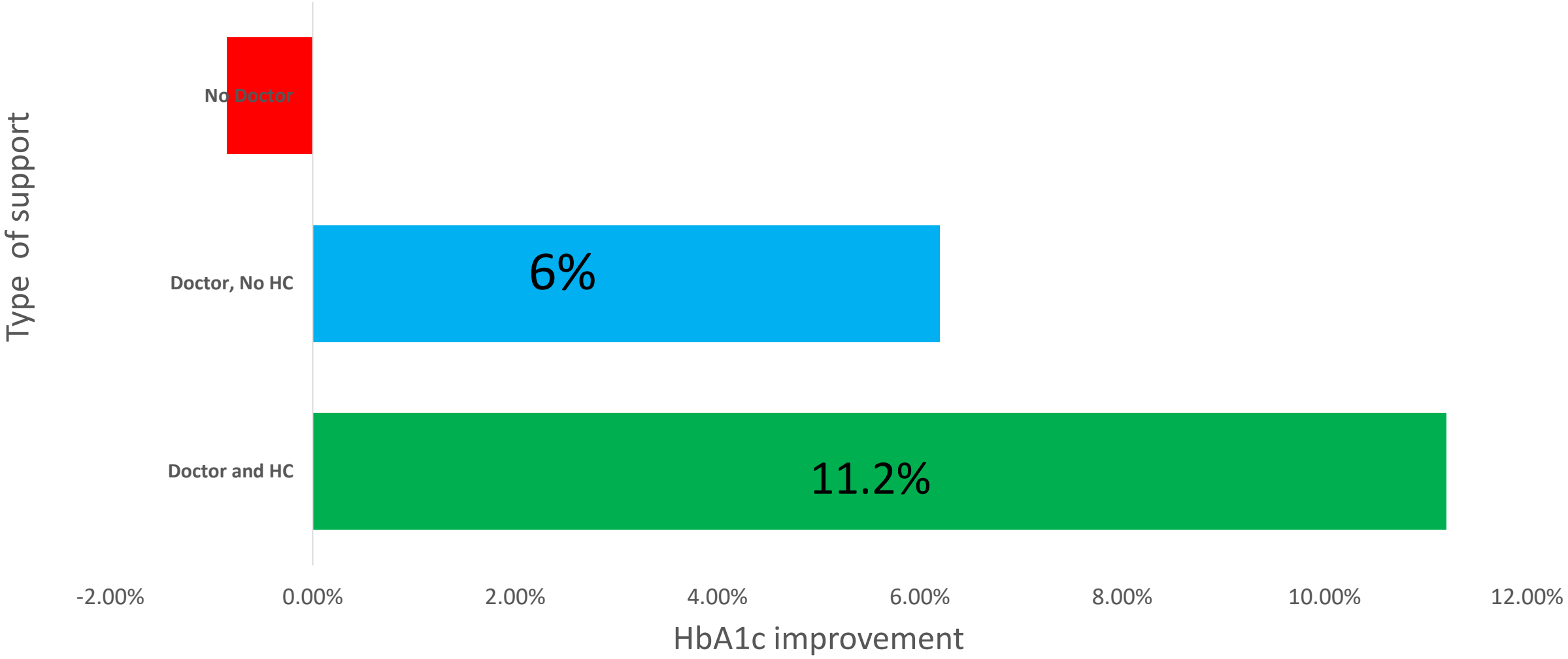
"I like giving something back to the community"

"I love to see the difference I am making in others' lives"

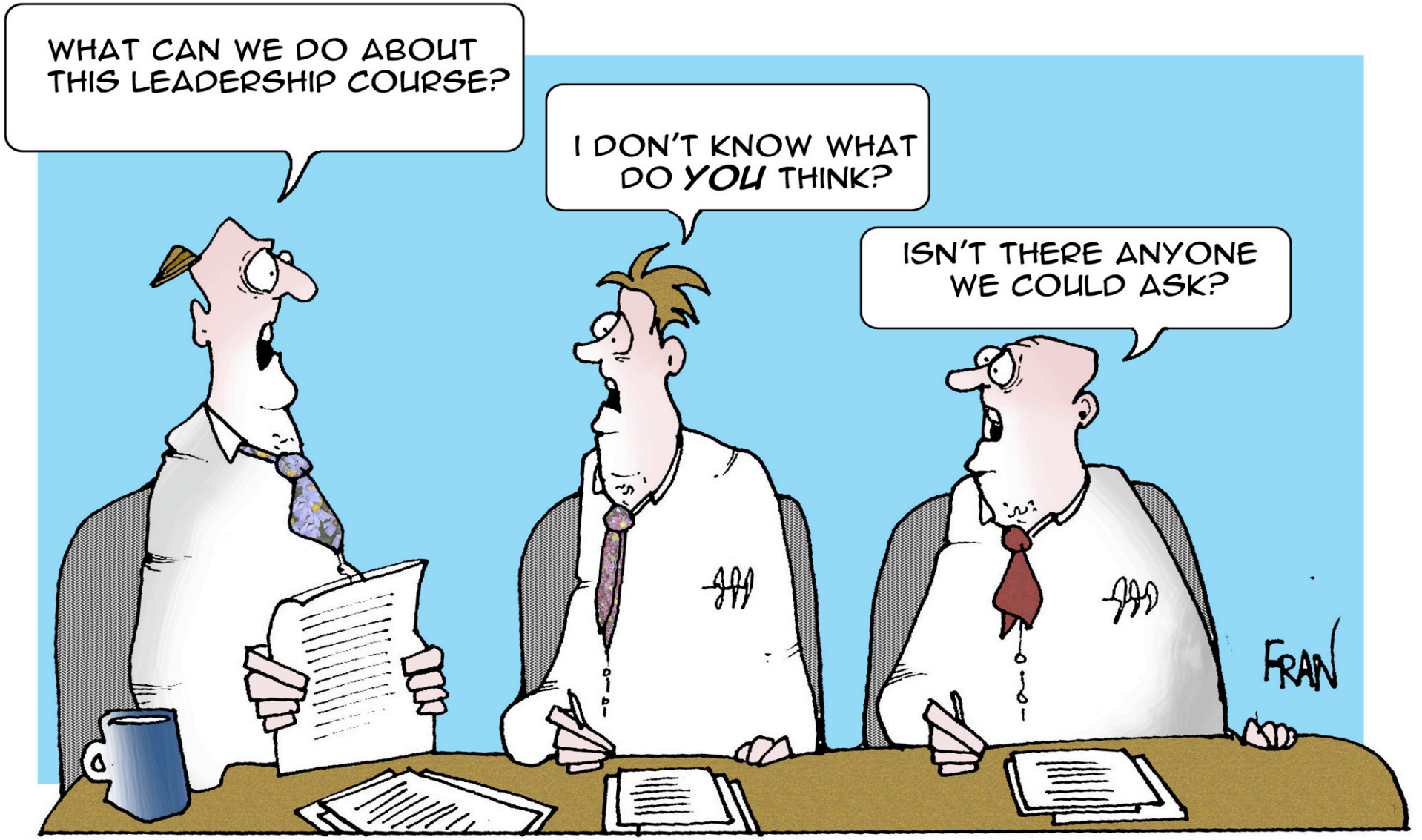
“I was hearing words like, ‘terminal illness’
and ‘You will just have to learn to live with the pain’ from the specialists. However, Kia Kaha helped us to learn about pain management and make a strategic plan as a family…

My wife is no longer worried about me dying, my whaanau (family) is reconnected and we have a tool box. My goal was to get healthier. I feel I have achieved that. Now I have to maintain it.”

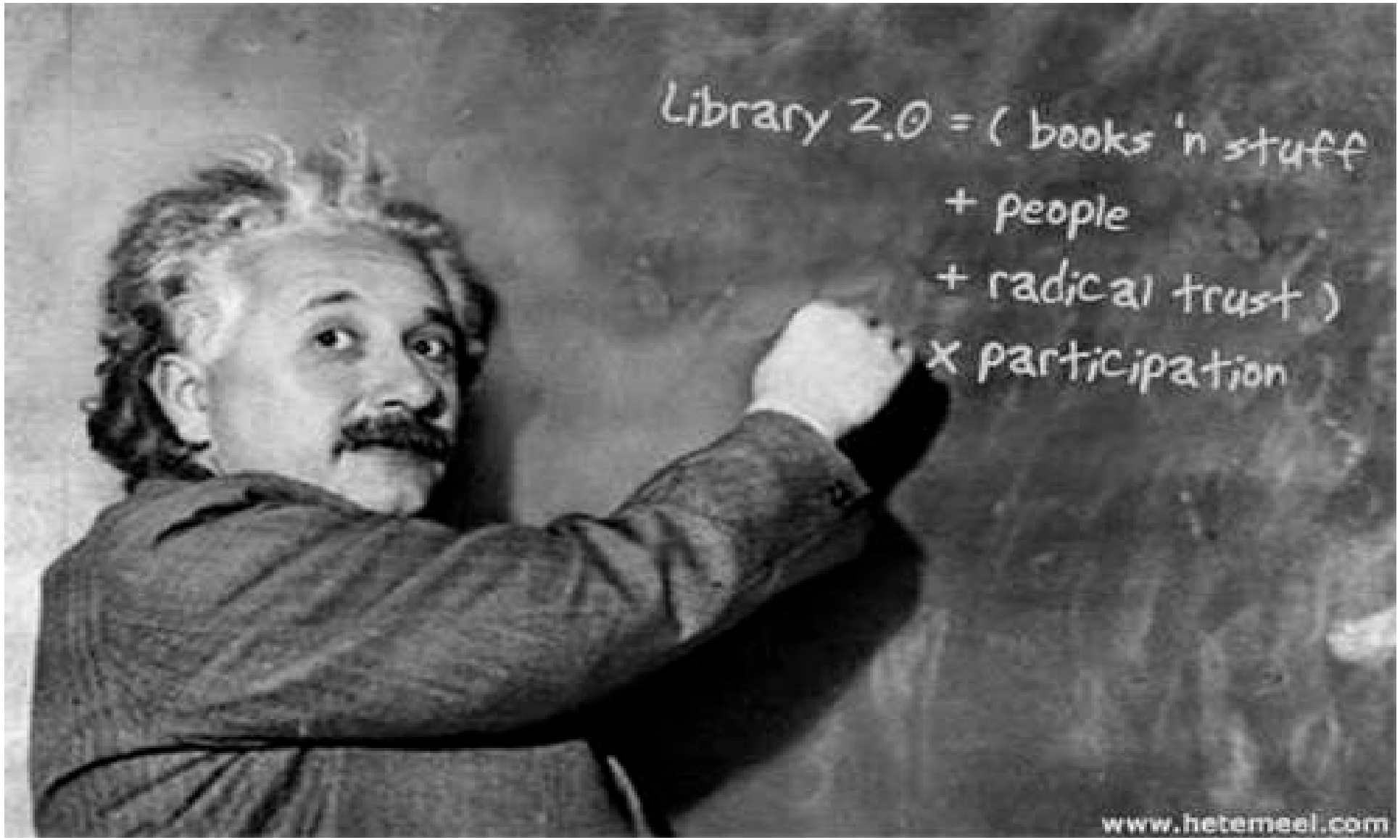
Health Coaching Trial n=135 3-5 mths post-engagement



Leadership for change…



Implement what is already proven…



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