

## Strengths-Based Practice Programme: Better outcomes for everyone

### Summary

The Care Act places a duty on Local Authorities to consider the wellbeing of people with whom they are working and there is a fundamental link between the core duty in the Care Act –promote individual wellbeing- and a strengths-based approach. Local authorities are required to ensure that the wishes and feelings of all residents are considered. The views of individuals, their strengths and abilities and the context of their lives must be fully considered when assessing care and support needs.

[\(Strengths-based approach: Practice Framework and Practice Handbook \(publishing.service.gov.uk\)\)](https://publishing.service.gov.uk)

In order to assess the level of compliance with the Care Act requirements, Portsmouth City Council, Adult Social Care, has commissioned Alders. Alders specialise in helping councils to analyse how embedded strength-based practice is in their organisation and how to embed the approach as business as usual. The following paragraphs detail how we are working together to improve outcomes for the residents of Portsmouth.

### Aims

The primary aim of the PCC ASC project is to adopt strengths-based approaches to support all citizens needing support to live their best lives by 2025. This involves:

1. Enhancing professional practice with clear mental model: Ensuring that ASC staff consistently use strengths-based approaches in their practice using the MASOSS (Mindset, Aspirations, Strengths, Outcomes, Solutions and Services) model and ROPES tool.
2. Improving systems and processes: Reviewing assessment and care management systems and process, reviewing documents and policies, and contract management processes to align with strengths-based principles. Redesign processes to support strengths-based practice.
3. Shaping organisational culture to develop an ASC culture that aligns and support strengths-based values, beliefs, and assumptions.
4. Engaging Stakeholders: Involving staff, experts by experience, carers, and other stakeholders in a co-productive process.

### Methodology

1. Discover and Dreaming: phase one (Completed in Q2 and Q3 2023/24)

- Engage staff, experts by experience, carers, and other stakeholders in a co-productive "Discover and Dream" process to assess the current state of practice and envision improvements.
  - File review and audit - found good pockets of practice but there was inconsistency in application.
2. Design and Delivery: phase two (Started Q1 2024/25 - in flight)
- Agree a collective strengths-based vision with input from stakeholders and experts by experience

Then three distinct but interdependent workstreams:

#### *Practice*

- *Implement a strengths-based staff training program to develop a common mental model that will guide future decisions and behaviours*
- *Train supervisors to ensure consistent use of strengths-based practices across the organisation.*

#### *Processes and systems*

- *Review and redesign the assessment, care management, review documents, and contract management processes to be fully consistent with strengths-based approaches.*
- *Develop templates and supervision tools to support the new practices.*

#### *Culture and leadership*

- *Map the current values, beliefs, and assumptions that underpin ASC professional practice and behaviours.*
- *Align leadership approaches and performance management systems with strengths-based practice.*
- *Establish a professional community of practice to support ongoing development and consistency in strengths-based approaches.*

## **Timeline**

### **Designing Phase (April 2024 - October 2024)**

#### *Planning and initiation (January 2024 - April 2024)*

- Facilitate planning meetings, stakeholder mapping, and risk log preparation.
- Outcome: Project plans and supporting documentation finalised.

#### *Stakeholder engagement and vision development (April 2023 - June 2023)*

- Support a launch event to present discovery/dream findings and discuss the design process.

- Facilitate workshops to update the vision statement for strengths-based practice.

*Practice development and training (May - July 2024)*

- Design and deliver practice development sessions and training programs for staff.
- Outcome: 60 staff trained in strengths-based practice skills.

*Organisational structure and process redesign (June 2024 - September 2024)*

- Review organisational structures and draft alternatives with stakeholders.
- Facilitate workshops to document and redesign "As Is" and "To Be" processes.

*Cultural development (April 2024 - September 2024)*

- Undertake observations, interviews, and workshops to construct the "As Is" cultural web.
- Co-produce the desired cultural changes to develop a strengths-based practice culture.

*Action planning (June 2024 - September 2024):*

- Develop and agree on an action plan outlining who does what, when, and how.
- Outcome: Clear change implementation delivery action plan in place.

***Delivery Phase (October 2024 - Spring 25)***

- Governance and Progress Monitoring (October 2024 - December 2024):
- Design and implement governance structures and processes.
- Monitor progress against milestones and KPIs to ensure the project stays on target and within budget.

**Summary of Key Dates and Milestones**

<b>Other Deliverables</b>	<b>By when</b>
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Draft a new recommended strength-based practice operating model	31 <sup>st</sup> May 2024
Complete strengths-based practice skills training programme	5 <sup>th</sup> July 2024
Draft recommended staff/team and management structure recommendations to support strengths-based practice operating model by	5 <sup>th</sup> July 2024
Draft recommendations for a re-engineered assessment, care, support and treatment planning, review and contracting process	19 <sup>th</sup> July 2024
Draft recommendations for revised supervision processes that align with strengths-based practice processes	19 <sup>th</sup> July 2024
Calculate staff resources needed to operate the new practice and supervision practice model and supporting processes	27 <sup>th</sup> Sept 2024
Draft 1 <sup>st</sup> version of Portsmouth ASC organisation culture, behaviours, and values framework presented to Programme Board for approval	27 <sup>th</sup> Sept 2024
Draft implementation plan presented to Programme Board for approval	11 <sup>th</sup> October
Complete all actions in the implementation delivery plan	TBC