



Towards a Self Organised Future

Information Pack

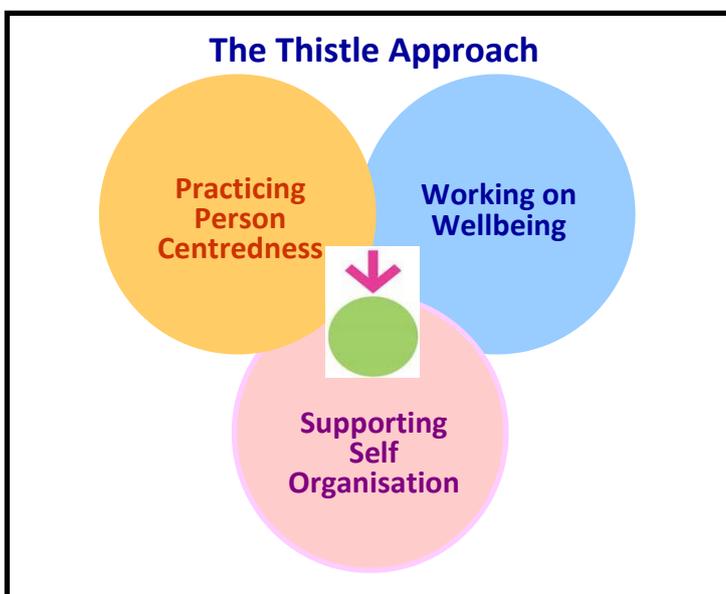
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Background

Thistle provides support for people living with disabilities. Our support is underpinned by the **key principles** of: inclusion, citizenship, self-directed support; and a focus on what matters to the person. These principles are translated into a way of working with people via **3 distinct practices** that have become known to us as the Thistle Approach:

1. practicing person centredness;
2. working on wellbeing; and,
3. supporting self-organisation.

Practicing person centredness means using empathy to seek to truly understand and work sincerely alongside the people we support, families and our work colleagues. It means being consistently genuine and authentic so that what we do reflects what we say. It means resolutely focusing on people's gifts, strengths and resilience. In order to get this right more often than not - we need to consistently support each other to be well.



Working on wellbeing is not just for those we support to lead lives of meaning, purpose and security but also for each other and for ourselves. If what truly matters to us is being nourished, we will surely be better-placed to support others to do the same.

By **supporting self-organisation** and devolving the greatest amount of autonomy possible to people who support others, we expect better decisions will be made. We know the more control people have over their work, the greater sense of value, usefulness and wellbeing they are likely to experience.

To help embed these 3 practices we focus on continuously developing a set of **5 behaviours and qualities** that our workers display when working with people:

- a. understanding self;
- b. focusing on gifts and strengths;
- c. person centred relationships;
- d. making a difference; and,
- e. promoting wellbeing and citizenship.

Thistle's approach to planning and individual service design for people we work with is described in more detail in appendix 1.

Self-Organised Teams – a crucial phase

Thistle is committed to a transition throughout the organisation toward this progressive way of working. Since 2019 a small number of people who are in receipt of services, their families and their teams have been progressing through a ‘test-and-learn’ programme towards the point at which, when fully equipped, they emerge as self-organised teams which both empower and reward front-line staff. By this means staff are supported to become more highly skilled, self-motivated workers who take greater responsibility individually and collectively and are rewarded financially for the skills they have developed. As a means to this end self-organising teams have a flatter structure with less direct management and an increased level of coaching and peer support in place. This offers people the room to develop within their roles individually and as a team. The aim is therefore to create a changed organisational culture and structure within which a more highly skilled frontline workforce takes decisions together with, and alongside, the person being supported and their families: a type of responsive and empowering decision-making that ultimately helps to ensure the best decisions are made and actions are taken quickly to ensure the supported person gets the support they need when they need it.

Our ‘test and learn’ teams, coaches and managers have worked closely with Buurtzorg International to fine tune Thistle’s model which is based on self-organisation, wellbeing and person centeredness. Having created the solid foundations we need to transform the way we work together - and alongside the individuals we support and their families, we are now ready to move into the next phase of this development. Scaling up self-organisation throughout Thistle over the next 2 years will require more Team Coaches and Practice Development Facilitators to make this exciting transformation a reality.

What difference do we think this will make?

We believe that our self-organised model enables decision-making to be closer to the people we support and their families, which leads to better (and quicker) decisions – and ultimately to more person centred support. As the day-to-day organisation and design of the support is managed by the self-organised team in partnership with the supported person and (where relevant and appropriate) their family, we can ensure that everyone’s contribution is maximised. Team members in individual support teams will develop their skills and confidence in the new role of Wellbeing Practitioner and in time this development will promote greater valuing and recognition of the role of workers in social care.

Self-organisation, Team Coaches and Practice Development Facilitators (PDFs)

Whilst hugely exciting, self-organisation requires us to work to overcome challenges, not least supporting colleagues to work with a very new mindset. We need to learn to support one another through a coaching approach – facilitating rather than fixing. This focus on individual and team strengths, tapping into existing knowledge and skills is a key element of self-organisation. The Team Coach and Practice Development Facilitator roles are crucial to supporting this mindset shift.

The role of Team Coach (see role profile in appendix 3)

Coaches have been working alongside the first teams to become self-organised. Their role is to support teams but not in the same way as traditional supervisors. Team Coaches work with Teams to facilitate them to work to the framework of accountability. The framework of accountability includes:

- the Wellbeing Practitioner Role Profile (see appendix 2)
- organisational policies and procedures; and,
- national health and social care policy, regulation and legal frameworks (e.g. the Health and Social Care Standards).

Collectively these can be described as the 'rules' which define the lines of accountability for a self-organised team and Thistle as an organisation and the wider social care system.

The 2-page Role Profile outlines the non-negotiable aspects of the Wellbeing Practitioner's job. These include: 4 decision-making principles, 2 core roles, 7 rotational tasks and 12 non-negotiable rules. By working to the non-negotiable framework of accountability, teams can operate with greater autonomy making shared decisions about everything else alongside the person they support and (where relevant and appropriate) their families. The Team Coaches primary focus is to support the Team to stick to the framework and provide training and support for teams to self-organise and make decisions autonomously.

The role of Practice Development Facilitator (see role profile in appendix 4)

The Practice Development Facilitator role is a new one and emerges from our learning from the early phases of the 'test and learn' programme. We have learned that the challenges faced by Teams, often relate to consistent support practice development and use of existing Thistle structures such as Quality Matters processes, organising rotas, team meetings and supervision. The Practice Development Facilitators will work in partnership with Team Coaches with up to 15 teams. The Practice Development Facilitators primary focus will be to provide training and support for teams to continue developing their support practice when working with supported people directly, and to learn how to use the tools, processes, and procedures required to do their job as they transition to the self-organised way of working. A critical aspect of the Practice Development Facilitator role will be to work closely with the Team Coach to facilitate teams to maintain high quality support in transitioning from a model of supervision to intervision (peer supervision).

Appendix 1

Planning and Individual Service Design

The aim of the organisation is that every person has the chance to engage in a person-centred planning process, leading to individualised outcomes for a good life characterised by inclusion and citizenship. Every person coming to the organisation is offered personalised planning and bespoke service design, tailored to support them to achieve their identified outcomes. A clear plan is set out including an agreement about which Self-Directed Support option will work best for the person and their family, and the extent to which they want to be involved and in control of the service-related decisions that will require to be made.

This initial planning process helps people and those who know and love them consider:

- What is the person's life story so far?
- What's important to them.
- How do they stay healthy and well.
- What are their dreams and hopes for the future.
- What does a good life look like for them.
- How they want to be supported to achieve that good life.
- The things they must have help with.
- What is working and not working in the here and now.
- Which people are in their life now. Who was involved in the past What social capital they have and what resources are available to them.
- Community assets could they use, and community connections they could make.
- The personal outcomes they might want to define to assist them to have a good life and not just a service.
- How they want to use and manage the individual budget available through Self-Directed Support legislation to achieve those outcomes and stay safe and well.
- ***What the unique service design for the person might be, utilising the budget to meet the personal outcomes, including:***
 - ✚ ***A description of how social capital may be used as part of the service design.***
 - ✚ ***A description of other things the budget may be used for; for example, to access or facilitate technology, courses, cleaner, housekeeper, memberships, training, employment opportunities, setting up a small business, developing interests and connections, developing a circle of support, breaks, activities, equipment - all related to specific outcome of person.***
 - ✚ ***A description of the service that will be provided using the budget, including staffing, on call, management, etc.***

Other parts of the service design that may be needed for some situations include:

- A housing specification.
- A transition plan to help manage the move from the current to the new situation.
- Management and communication strategies for working alongside family members.
- Arrangements for working with the relevant multi-disciplinary team.

Once the Service Design is agreed detailed work is undertaken to develop it further and will continue to be part of the Service Design for each individual.

Development of key support strategies for the team will include:

- A person specification for matching and recruitment – together with a process for recruitment and involvement
- Communication strategies
- Health and wellbeing support strategies
- Description of daily and weekly routines
- The specification of technology and a description of how it may assist
- Any support interventions that maybe required to meet challenges presented
- Details of staff induction
- Details of staff training for this individual

All new services developed by Thistle are designed using Person-Centred Planning and Individual Service Design approaches based on the principles of citizenship and the SDS legislation, with support organised using the Buurtzorg inspired approach to self-organising teams.

Appendix 2
Wellbeing Practitioner Role Profile

Wellbeing Practitioner Role Profile

Thistle Wellbeing Practitioners work in small teams to support people who are living with long term health conditions and disabilities. Teams are self-organised and work to 4 key principles and an operational framework. When supporting people teams develop work practices underpinned by a set of person-centred behaviours described as the Thistle Approach. Teams are supported by a Coach, Practice Development Facilitator (PDF) and the Thistle Hub. Teams are accountable to the PDF via the four key principles and operational framework on page 2 of this profile.

Team Member Responsibilities

Responsibilities that are held by individual team members and/or teams include:

- Person centred support planning, delivery and review.
- Working alongside and communicating with family, friends, guardians and other health and social care professionals who are involved with and important to the supported person.
- Working alongside, communicating with and connecting the person with informal supports.
- Supporting people to play active and meaningful roles within their families and communities.
- Registering with Scottish Social Services Council (SSSC) and achieve qualification for registration.
- Engaging in regular Continuous Professional Development as required by SSSC Codes of Practice.
- Working to the key principles and operational framework set out below.
- Planning rotas, holidays, training, team meetings, intervision and reflective practice.
- Completing and updating appropriate records in relevant recording systems.
- Monitoring and reviewing individual and team performance and deciding on and implementing actions for continuous improvement.
- Recording and reporting any concerns in relation to any adult that may be at risk of harm.

Team Member Roles

Core Roles (performed by all team members)

- **Registered Wellbeing Practitioner:** providing support for people in accordance with the Thistle Approach, life or professional experience, SSSC Codes of Practice and qualifications.
- **Team Player:** sharing responsibility for the success of the team, supporting and challenging collectively and individually if necessary.

Rotational Tasks (distributed across team members and rotated regularly)

- **Quality monitor:** maintains my life my support plan, carries out reviews, audits finance, medication, communication records and accidents/incidents.
- **Recruiter:** leads in recruiting new staff in line with team establishment model. Plans induction, provides monthly InterVision and carries out 6-month review for new staff.
- **Developer:** identifies team training needs, plans required training, organises and facilitates reflective practice, maintains contact with coach and organises team meetings.
- **Planner:** rota management, checks and authorises payroll and billing information, and links with Thistle Hub. Ensures hours are delivered against contract.

- **Wellbeing:** emotional support for colleagues, team social events, checking-in on sickness absence, signpost to Hospital Saturday Fund (HSF), staff benefits and other external supports.
- **Communicator:** communicates with family, other professionals and Thistle contacts, convenes and chairs team meetings.
- **Linker:** Only required in aligned Teams. Provides link between supported people and works on more than one rota. Number of linkers must make sense for supported people and is agreed by the person, team and family.

Key Principles

The following four key principles describe what Thistle teams will achieve in practice:

- Delivery of person centred, strengths-based support that focuses on what matters to people
- Achievement of financial and environmental sustainability
- Facilitation of wellbeing and fun
- Engagement of people we support, families and volunteers

Supported Living Operational Framework

These are the non-negotiable elements of work within which teams must operate:

1. Teams must develop and continually review a live person-centred support plan with people and families they are supporting. Reviews are recorded every 6 months using the review tool.
2. Teams are responsible for working to National Care Standards, SSSC Codes of Practice and the Thistle Approach. They must engage in regular learning to keep skills and knowledge updated.
3. Teams must produce and record in the system a quarterly rota that can be flexed to suit the needs of the supported person. All shifts, on-call arrangements must be covered by someone who knows the person well. Training, meetings and rotational tasks must be covered by the rota.
4. Maximum size of team is 12 staff and should not exceed this number.
5. 80 % of team member's time is spent working directly with the person/people they support and 20 % is spent on other tasks and activities e.g. rota planning, training, annual leave etc.
6. Teams must engage in collective decision-making using action oriented decision making and communicate daily via MS Teams.
7. Teams must engage with their Thistle Coach
8. All tasks and responsibilities must be covered all of the time, distributed across team members and rotated regularly.
9. Teams plan, organise and attend monthly team meetings and reflective practice every 8 weeks.
10. Teams must use the team establishment tool for ensuring they are appropriately resourced up to a minimum of 95% of the overall establishment.
11. Teams must use Thistle quality monitoring and evaluation systems including the quality matters process and outcome navigator tools.
12. Team members must provide each other with constructive feedback via regular InterVision (at least every 8 weeks) based on the Thistle Approach and using tools provided.

Appendix 3

Team Coach Role Profile

Team Coach

Role Profile

Thistle Wellbeing Practitioners work in self-organised teams of up to 12 workers. Teams make their own decisions within a framework agreed with the Directorate Team and are supported by a Coach and Practice Development Facilitator (PDF). Coaches provide training and support for teams to self-organise and make decisions autonomously. Coaches will always model work practices consistent with a common set of person-centred behaviours described as the Thistle Approach. Alongside PDF's, Coaches enable and hold teams to account for working to four key principles and an operational framework. Coaches are accountable to the Supported Living Lead and CEO. Coaches work collaboratively to support teams to build relationships with people and their families.

Key Principles

The following four key principles describe what Thistle teams will achieve in practice:

- Delivery of person centred, strengths-based support that focuses on what matters to people
- Achievement of financial and environmental sustainability
- Facilitation of wellbeing and fun
- Engagement of people we support, families and volunteers

Team Coach Responsibilities include:

- Work with the PDF to deliver in-team self-organised teams training
- Support and encourage self-organised teams to own and resolve issues themselves
- Coach teams when issues cannot be resolved collaboratively by the team itself
- Offer advice if requested on learning and development requirements
- Coach teams and, where applicable, individual team members to improve team performance
- Coach teams to achieve a high level of performance and manage absences effectively
- Notice unusual patterns of performance or behaviours in teams and highlight them for discussion and action with the team, PDF and if necessary Supported Living Lead or CEO.
- Raise breaches of the agreed framework or organisational vision and values, with team and PDF for discussion and action or where necessary with the Supported Living Lead or CEO.
- Contribute to and participate in reflective practice and 1-1 intervision.
- Deliver learning, training and development for teams which is consistent with the Thistle Approach including self-management strategies.
- In exceptional circumstances and where agreed with the PDF provide 1-1 supervision for staff until the team is up and running with InterVision.
- Contribute to development, delivery and reporting of learning in practice.
- Record and report any concerns in relation to any adult that may be at risk of harm by following Thistle's Adult Support and Protection Policy and Procedure.

Core Roles

- **Thistle Coach:** providing coaching and facilitating learning for people in accordance with the Thistle Approach, drawing on life and professional experience and relevant qualifications.
- **Team Player:** sharing responsibility for the success of the extended leadership team (ELT), supporting and challenging collectively and individually if necessary.

Team Coaches Operational Framework - non-negotiable elements of work include:

1. Time is spent as 70% direct work with teams, and 30% facilitation and learning.
2. Contribute to Extended Leaders Team (ELT) meetings once per month.
3. Attend regular review meetings (8 weekly) with the Coach, Supported Living Lead, and CEO.
4. Coach and PDF provide each other regular InterVision (8 weekly) to: obtain feedback; ensure clear communication; work through issues and actions; and build effective relationships.
5. Engage in collective decision-making using action-oriented decision-making process.
6. Ensure teams work to Care Inspectorate, SSSC and Thistle policies, procedures, requirements.
7. Continually learn and develop keeping up with best practice approaches.
8. Raise breaches of the agreed framework or organisational vision and values, with teams for discussion and action or where necessary with the Supported Living Lead or CEO.
9. Deliver learning, training and development for teams on key components of self-organising e.g. team meeting process, action oriented decision making and InterVision.
10. Record and report any concerns in relation to any adult that may be at risk of harm by following Thistle's Adult Support and Protection Policy and Procedure.
11. Coaches support teams to work to the operational framework ensuring all tasks are covered all of the time, distributed across team members and rotated regularly.
12. Coaches must continually learn and develop keeping up with best practice approaches.

Qualifications and experience

- Professional Health and Social Care background with degree level qualification or evidence of working at equivalent level supplemented by specialist training.

Abilities

- Skilled in collaborative therapeutic approaches to working with people (e.g. Solution focused practice, person centred working and planning, motivational interviewing)
- Proficient in coaching skills and techniques coherent with solution focused practice.
- Experience with process coaching and skilled in question-driven coaching techniques.
- Not make assumptions and observe, notice and judge when issues require an intervention.
- Analytically strong, self-organising and excellent interpersonal, and presentation skills.
- Decision-focused without taking over - skills to provide remote support without being invisible.
- Good group work skills and experience of group facilitation.
- Work autonomously with support and coaching from the Supported Living Lead or CEO.
- Experienced in facilitation and conversations that focus on what matters to people & families.
- Use of systems, Access, Microsoft applications.

Appendix 4

Practice Development Facilitator Role Profile

Practice Development Facilitator

Role Profile

Wellbeing Practitioners work in self-organised teams of up to 12 workers. Teams make their own decisions within a framework agreed by the Directorate Team and are supported by a Team Coach and Practice Development Facilitator (PDF). PDF's provide training and support for teams to learn how to use the tools, processes, and procedures required to do their job. PDF's will always model work practices consistent with a set of person-centred behaviours described as the Thistle Approach. Alongside Coaches, PDF's enable and hold teams to account for working to four key principles and an operational framework. PDF's are accountable to the Supported Living Lead and CEO. PDF's work collaboratively to support teams to build relationships with people and their families.

Key Principles

The following four key principles describe what Thistle teams will achieve in practice:

- Delivery of person centred, strengths-based support that focuses on what matters to people
- Achievement of financial and environmental sustainability
- Facilitation of wellbeing and fun
- Engagement of people we support, families and volunteers

Practice Development Facilitator Responsibilities include:

- Work with the coach to deliver in-team self-organised teams training
- Support teams to gain knowledge, skills and work with the tools and processes below:
 - Establishment and quality matters tools
 - Updating 'My Life My Support Plan' as and when required in the Access IT System
 - Ensuring Thistle 6-month review takes place and is recorded on the Access IT System
 - Recruitment and 6 month review for new staff
- Carry out six monthly quality indicator checks (SQI's)
- Provide 1-1 supervision for staff until the team is up and running with InterVision.
- Engage in and attend individual team meetings where appropriate and necessary.
- Design and support teams to implement effective and consistent person centred support strategies for working with the people they support.
- Ensure views and concerns of people and families contribute to delivery of a quality service.
- Resolve grievances or take disciplinary action as required in response to coaches or others highlighting breaches of operational framework, Thistle Approach, or other serious concerns.
- Ensure staff work to Care Inspectorate, SSSC and Thistle policy, procedures and requirements.
- Maintain good, open, and effective communication with the coach and work closely together sharing suggestions and experiences to support the team, people we support and families.
- Support teams in working to the four principles, operational framework and team agreement.
- Support the team with HR issues where necessary and appropriate.

Core Roles

- **Practice Development Facilitator:** providing support and facilitating learning for people in accordance with the Thistle Approach, drawing on life and professional experience and relevant qualifications.
- **Team Player:** sharing responsibility for the success of the extended leadership team (ELT), supporting and challenging collectively and individually if necessary.

PDF Operational Framework - non-negotiable elements of work include:

1. Time is spent as 70% direct work with teams, and 30% facilitation and learning.
2. Contribute to Extended Leaders Team (ELT) meetings once per month.
3. Attend regular review meetings (8 weekly) with the Coach, Supported Living Lead, and CEO.
4. Coach and PDF provide each other regular InterVision (8 weekly) to: obtain feedback; ensure clear communication; work through issues and actions; and build effective relationships.
5. Engage in collective decision-making using action-oriented decision-making process.
6. Ensure teams work to Care Inspectorate, SSSC and Thistle policies, procedures, requirements.
7. Continually learn and develop keeping up with best practice approaches.
8. Raise breaches of the agreed framework or organisational vision and values, with teams for discussion and action or where necessary with the Supported Living Lead or CEO.
9. Deliver learning, training and development for teams on tools, processes, and procedures e.g. establishment tool, Quality Matters, support planning, recruitment, reviews, and medication.
10. Record and report any concerns in relation to any adult that may be at risk of harm by following Thistle's Adult Support and Protection Policy and Procedure.
11. Record and report any concerns in relation to any adult that may be at risk of harm by following Thistle's Adult Support and Protection Policy and Procedure.
12. PDF must continually learn and develop keeping up with best practice approaches.

Qualifications and experience

- Professional Health and Social Care or equivalent qualification which meets SSSC conditions to register as a supervisor within a housing support service supplemented by specialist training
- Registration with the Scottish Social Services Council or Health and Care Professionals Council

Abilities.

- Ability to design strategies and service responses for people who experience disabilities, mental health or long-term health conditions.
- Skilled in collaborative therapeutic approaches to working with people (e.g. solution focused practice, person centred working and planning, motivational interviewing)
- Proficient in coaching skills and techniques coherent with solution focused practice.
- Experience with process coaching and skilled in question-driven coaching techniques.
- Not make assumptions and observe, notice and judge when issues require an intervention.
- Analytically strong, self-organising and excellent interpersonal, and presentation skills.
- Decision-focused without need to take over, providing remote support without being invisible.

- Good group work skills and experience of group facilitation.
- Ability to work autonomously with support and coaching by the Supported Living Lead.
- Experienced in facilitation and holding conversations that focus on what matters to people and their families.
- Use of systems, Access, Microsoft applications