



# 'What Matters to You? 2018' Impact Report

*Make one change!*

WORKING TOGETHER IN PARTNERSHIP



## Why did we join the *What Matters to You* movement?

**What Matters to You?** Day (WMTYD) began in Norway in 2015 as a way of breaking down communication barriers between clinical staff and patients. Scotland adopted the day the following year in order to increase conversations across health and social care in Scotland. Evidence shows that meaningful conversations can lead to improved health outcomes for patients as well as more efficient services.

In 2017, North Ayrshire Health and Social Care Partnership (NAHSCP) embraced WMTYD as part of our strategic plan consultation process across the wider health and social care system. Through this, we asked over 2500 people, 'What matters to you about health and social care services in North Ayrshire?' Due to our success in 2017, NAHSCP felt that **What Matters to You?** should be adopted annually to ensure positive, on-going dialogue with services, local people and local communities.



WORKING TOGETHER IN PARTNERSHIP

## Our 2018 approach

In March 2018 a small steering group began planning our approach. By utilising learning from wider engagement conversations and our 2017 WMTYD experience, the group decided that our focus would be on encouraging conversations, rather than on consultation. We kept the 'What matters to you?' question and encouraged staff to have open conversations with the people who they support. Having these open conversations provided an opportunity for staff to learn more about the people they support, including carers and family members and therefore build stronger relationships. It also allowed our services to provide a more person-centred service, as they had an improved understanding of what really matters to people accessing services.

Despite our aim to draw attention away from a consultation style approach it was decided that WMTYD would provide an excellent opportunity to influence change at *three* levels across the Partnership:

1. **The staff member** having the conversation could make an immediate change as a result of learning something new about the person they support. For example, if a staff member in a day service discovered that the person enjoyed western movies, they could ensure that that person had an opportunity to view them or chat about them regularly.
2. **The team** within that service would have a discussion about the collective responses and identify one change that they would implement as a team.
3. **The service area** would then have an opportunity to hear feedback from the services and decide on one change (or more) at this level.

NAHSCP service managers were informed of WMTYD 2018 and each service was asked to nominate a **What Matters to You? Champion**. Champions were invited to register and attend a briefing session designed to inform and support them in their role. Briefing sessions were available on various dates and venues across North Ayrshire to enable maximum accessibility. Each session involved:

- Background information on What Matters to You? Day
- Purpose of our participation – focus on conversations
- How to have difficult conversations
- Role playing exercise
- Role of the WMTY Champion
- Distribution of materials

A total of 50 WMTY Champions registered, with 38 attending. From the 38 services represented at the briefing sessions, 26 services actively took part in WMTYD 2018. WMTY Champions led and coordinated conversations across their service, encouraged colleagues to get involved, facilitated post-WMTYD team discussions and captured the feedback.

A key aspect of any engagement activity is providing feedback. Therefore, the group decided that WMTYD 2018 would be followed by **What Mattered to You? Day** (November 2018) to share the outcomes from WMTYD and enable those who took part to see the impact of their conversations.

### What happened on *What Matters to You? Day*?

On 6 June 2018 – What Matters to You? Day – a total of 1646 conversations were recorded across NAHSCP. (The teams and services involved are in Appendix 1). Conversation cards were used to note down responses and these were displayed in a public area so that people's thoughts on what mattered to them were visible to carers and family members.

In the 4 weeks that followed WMTYD the teams involved had a discussion session, including, how many conversations they'd had and the benefits and challenges of taking part. As a team, they decided on one change that they would make and also agreed on a suggested change for their wider service area. This feedback was then returned to the Heads of Service across all health and social care directorates.





### *The challenges the teams faced*

- 10 teams (32%) indicated that supporting people to understand the question was a challenge. Some said that the question was often misunderstood and people interpreted it as an opportunity to raise complaints, rather than discuss what matters to them. (What matters might be a complaint, although some teams experienced a pattern rather than isolated cases.) The question, 'What matters to you?' is very broad and deliberately so, as it encourages conversation – the essence of the project. However, if a conversational approach is uncommon it can feel like an odd technique. A purpose of the day is to normalise meaningful conversation and therefore as this becomes a regular occurrence, people (including staff) are more open to freely express themselves.
- 4 teams (13%) said that a lack of time with people was a challenge. Many staff members said that they would like to have more protected time to spend conversing with the people they support – they see it as a valuable part of their role, but have less time due to competing demands. The evidence of improved personal outcomes as a result of meaningful conversations is overwhelming and ensuring time to talk about what matters to people should be a priority.
- 4 teams (13%) said that they faced no challenges in having 'What matters to you?' conversations.
- 3 teams (9.5%) found that people were reluctant to take part on account of being consulted previously and not seeing change. Feedback is important. It is hoped that by sharing the outcomes via What Mattered to You? and other mediums, people will see that NAHSCP listens and acts on what matters.

Other challenges included difficulties in getting people to open up, being unable to follow through on what matters as a result of barriers, only seeing someone in a one-off setting and difficulty accessing carers and family members. One team found that deciding on which change to make was a particular challenge.

### *The benefits identified by teams*

- 14 teams (45%) said that the feedback they had received was valuable and highlighted things they otherwise would not have known.
- 11 teams (36%) encouragingly stated that WMTYD provided a good opportunity for meaningful conversations with those that they support, with some indicating that the exercise had improved the level of conversation with people who use services, carers and family members.
- 6 teams (19%) highlighted that staff, people who use services, carers and family enjoyed taking part.
- 5 teams (16%) talked about improving relationships as a result of having the conversations.
- 3 teams (9.5%) felt that being able to implement immediate change as a result of the conversations was a benefit. Although many teams did not highlight this as a specific benefit, most of the participating teams were able to implement quick changes upon hearing what matters to those they are supporting.
- Another benefit raised was that staff were able to hear that they were doing a good job and this increased staff morale.

## Changes made by teams

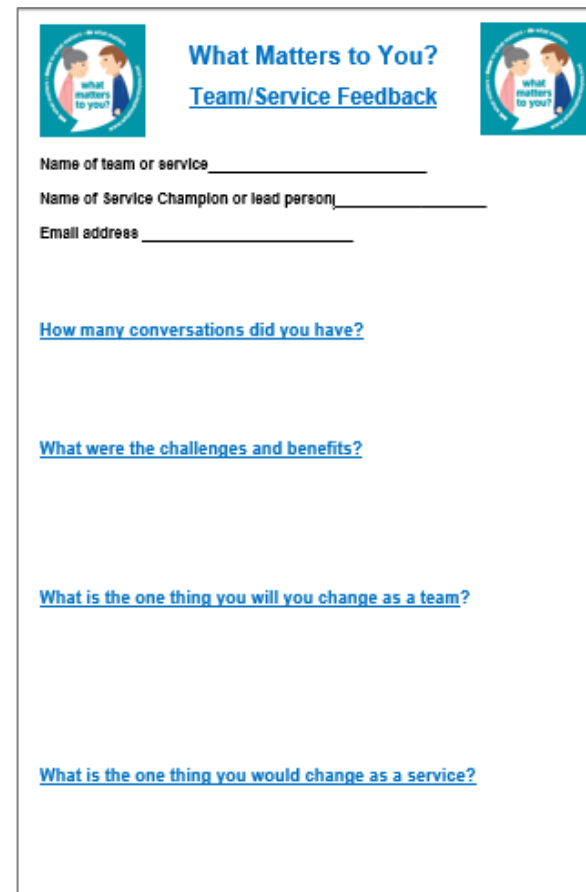
Each team taking part committed to making one change as a result of the conversations they had (see appendix 2).

18 teams committed to implementing practical changes such as:

- Providing training for staff and/or the people that they support
- Meeting with more local groups and services to increase service awareness
- Changing the language used in appointment letters
- Introducing a de-brief session at the end of each day to keep staff aware of what people who use services and carers have been telling them
- Coordinating more trips out for people accessing the service
- Providing more opportunities for people to share their views on a daily basis
- Making people aware of waiting lists to ensure realistic expectations
- Implementing an internal communication log
- Creating a woman's group
- Developing a form filling service
- Ensuring people who use services have access to advocacy
- Ensuring people receive a phone call prior to visits

8 teams committed to more strategic changes such as:

- Providing person-centred care
- Using a more holistic approach
- Working better as a team to improve the service provided
- Improving activities delivered
- Listening more (as a team)
- Improving the accessibility of the service
- Focussing on issues that matter to the people they support



**What Matters to You?**  
**Team/Service Feedback**

Name of team or service \_\_\_\_\_

Name of Service Champion or lead person \_\_\_\_\_

Email address \_\_\_\_\_

How many conversations did you have?

What were the challenges and benefits?

What is the one thing you will you change as a team?

What is the one thing you would change as a service?



## Changes pledged by services

Teams also had the opportunity to suggest changes at an overall service level. These suggestions were passed to the appropriate heads of service to decide which suggestions could be implemented. The following changes will or have already been implemented:

### **Mental Health and Learning Disability**

1. Ensure forms exist for people to express their wishes at any point.
2. Transform small sitting room in Ward 2 Woodland View into a relative's room.
3. Increase access to clinicians delivering psychological interventions.
4. Ensure all who wish to access addiction services can do so in an area convenient to them and at a time convenient to them.
5. Provide a brief information leaflet along with appointment letters which states 'what we do'.

### **Health and Community Care**

1. Be creative and flexible around ensuring all clients get access to enjoyable activities.
2. Ensure appropriate staffing levels to reduce waiting times for workers to be allocated – Assessment and Care Management.
3. Educate new and junior staff members on continuity of care, awareness and understanding of empathy and good communication skills.
4. Implement an improved recording system to enable collected information to be accessible.
5. Include carers in the preparation and delivery of carer awareness raising across North Ayrshire and within any future carer training.

### **Children, Families and Justice**

1. Ensure Wi-Fi is available for all young people within residential childcare settings.
2. Create a service directory that will identify the supports available through Justice Services.
3. Improve engagement with those accessing Justice Services.

**NADARS, Ward 5 & PSST Feedback June 2018**

*What Matters to You?*

**How many conversations did you have?**  
In excess of 1000 conversations took place across the range of addiction services in North Ayrshire which resulted in over 20 written responses.

**What were the challenges and benefits?**  
Challenge: actively visiting the WARD 5 site.  
Benefits: participants enjoyed being involved and had an opportunity to both comment on statutory services and have experienced staff offer clarity.

**Examples of responses which identified the needs and social inclusion services the group wish.**

- Having people access services in the morning. The ward has a small sitting room which could be used as a waiting area for people who wish to see a clinician.
- Having care rooms close to the ward. Some people who have been referred to care services are unable to get to the ward and are unable to see a clinician.
- Having a room for people to sit and wait for a clinician. Some people who have been referred to care services are unable to get to the ward and are unable to see a clinician.
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**What is the one thing you would change as a team and as a service?**  
All individuals who wish access to a range of health and social care addition services will be able to do so in an area local to them at a time convenient for them.

**Representatives from Ward 5, NADARS and PSST undertaking the consultation process.**

*Delivering excellence in mental health services*

NCT18-001384

## What Mattered to You? – Celebration Event

On 15 November 2018 an event was held to share the learning and changes which have occurred since What Matters to You? Day.

52 people attended, including staff, people who access services and carers. After a series of presentations from services who had taken part in WMTYD 2018, we asked attendees, **‘How can we make sure these conversations happen every day?’** People had the opportunity to discuss the question in small groups, write their answer individually on a post-it note and stick it on to the wall. Attendees provided the following suggestions:

<ul style="list-style-type: none"> <li>Empowering staff to ask questions and act on responses as core part of job</li> <li>Allow it to become the ethos of every interaction we have</li> <li>What Matters to You? Community Event – bring services/users together/ open to general public</li> <li>Make a connection</li> <li>Smile</li> <li>People need to feel valued and listened to – participants need to see changes to realise they are being listened to</li> <li>WMTY month then WMTY year</li> <li>Feel comfortable</li> <li>Giving and receiving information and understand. Feeling comfortable and relaxed</li> <li>We need to ensure staff understand the meaning of WMTY to ensure buy-in</li> <li>Incorporate WMTY into team and individual objectives</li> <li>Remember kindness</li> <li>Care planning</li> <li>Encourage showcasing the effects of WMTY. Share stories from event</li> <li>Change paperwork to reflect the WMTY?</li> <li>The more you ask WMTY the easier it will be to get answers as clients will be confident that they’re listened to</li> <li>Wear your WMTY badge every day</li> <li>Track how the changes implemented here got on</li> <li>Show that it works</li> </ul>	<ul style="list-style-type: none"> <li>The right approach – asking the correct questions</li> <li>Feeling comfortable, relaxed. Right place, right time</li> <li>Planning ahead – time management</li> <li>Actively listening</li> <li>Being part of something</li> <li>Kindness has strong links</li> <li>Support to people in their homes to access library services</li> <li>Ask the right questions</li> <li>Ask – smile – say hello. Acknowledgement</li> <li>Being comfortable</li> <li>Condition specific stuff might get missed at Locality Forum due to addressing priorities</li> <li>Feeling you are a part of something</li> <li>It matters that carers and service users are kept informed especially on time frames. Be honest!</li> <li>Could this be the first assessment question?                             <ul style="list-style-type: none"> <li>o WMTY</li> <li>o How do your assets help?</li> </ul> </li> <li>Start every team meeting with:                             <ul style="list-style-type: none"> <li>o What matters to us</li> <li>o What matters to you this week?</li> </ul> </li> <li>Adding ‘What matters to you?’ Into our assessment process following referral from GP</li> <li>Community transport</li> <li>Meetings are meaningful</li> <li>Volunteers who attended strategic meetings are reimbursed</li> <li>Share the findings from 2018 with the wider Partnership</li> </ul>
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## Learning

As with all new initiatives or projects it is imperative to reflect on the process and learn from the challenges in order to improve. There were some key learning points for WMTYD 2018 organising team.

- Some NAHSCP members of staff were unsure whether the conversations were for staff or people who use services and carers. This was potentially a result of the staff survey 'iMatter' running concurrent with WMTYD. Unfortunately we are unable to alter the dates of either initiative as both are decided at a national level. In 2019, clearer messaging is needed to highlight which campaign is which.
- NAHSCP is a large organisation therefore, in relative terms, the involvement of 26 teams is low – we had hoped for more teams to be involved in WMTY conversations. Prior to organising What Matters to You? Day 2019 we will speak to teams who were not involved to find out the reasons for this and improve uptake.
- We will look at hosting a What Matters to You? Week, rather than a day. Some services only operate on certain days or are busier on certain days of the week.
- A more direct approach to involve children and young people will be required in 2019.
- We will aim to have a more locality focused approach in 2019, in partnership with our Locality Planning Forums and also collaborating with the Community Planning Partnerships in 2020.



## Conclusion

Overall, What Matters to You? Day 2018 was a successful exercise, which influenced small and larger changes across NAHSCP. It provided an opportunity for meaningful conversations between staff, people who use services, carers and family members, many of which will continue. More importantly, sharing the positive results from these conversations will ensure people who use services, carers and family members have been listened to, thus creating better conditions for these conversations to take place in future. It is hoped that this will encourage more meaningful conversations to take place on a regular basis.



Appendix 1 – WMTY 2018 Team Change Commitments

<p>Make sure that the work load is shared equally throughout the team as at the moment both our physiotherapy service and occupational therapy department are under pressure due to staff holidays and staff leaving. We will also develop the role of the Rehab Assistant to help lessen the work load of the other members of the team.</p>
<p>North Ayrshire Carers Centre will provide Dementia Training over the next few months. Other training will be considered at the request of carers, and the Carers Centre will endeavour to provide, with the assistance of the HSCP where needed.</p>
<p>We will continue to provide an active listening service but we have become aware that people are not aware of the service. Therefore we will work to increase the community awareness of the service. With additional staff we will enhance the visibility of the service within the community by meeting with more groups and services. People being more aware will mean they have a point of contact if they need signposting to support.</p>
<p>We will aim to focus more on identifying ourselves as Community Mental Health Nurses and will try to change this in appointment letters, as there is still a stigma attached to the word “psychiatric”. This will help our patients to feel more comfortable and less intimidated.</p>
<p>We’d like to manage our team as part of the partnership, building relationships and health knowledge in order to better meet wider needs of individuals using our centre in a holistic approach.</p>
<p>As a team we will continue to improve our skills within this area. Continue to provide the service that our patients so deserve.</p>
<p>To work as team to ensure service users receive the most benefit from their day.</p>
<p>As a team – we are and have put in place, after long discussion at our staff meeting, a de-brief after the day has folded – information, issues and positive feedback for all staff to recognise and be aware of everything that has gone on throughout the day.</p>
<p>Major issue is trying to get trips out and getting out into the larger community. Liaise with driver and in team meetings and risk assess for same.</p>
<p>We will make time to listen more as a team, offer Service Users time to have discussions if they have concerns about the service or delivery of the service we provide.</p>
<p>Person centred activities – improving on activities currently delivered. Improving the environment for activities</p>
<p>Ensure service users aware of waiting lists upon initial contact with team to ensure realistic expectations.</p>
<p>Internal communication log to be implemented within team.</p>
<p>Create Women’s group which will focus on and hopefully fill any potential gaps regarding service provision for Women.</p>
<p>Having things to do e.g. activities/holidays came through as the main themes from the responses – ensuring clients are supported to engage in more activities where possible.</p>



<p>Due to form filling being the most popular challenge on our feedback cards we think this may be something that we can change as a team. We will be recruiting addition staff to our team and it is understood that some staff may be sitting in with Service Access teams to provide advice and support and an element of form filling also. We feel this will be very beneficial to our service users.</p>
<p>All individuals who wish access to a range of health and social care addiction services will be able to do so in an area local to them at a time convenient for them.</p>
<p>We are going to routinely collect patient feedback from our service users.</p>
<p>From the conversations 4 out of 6 patients (67%) highlighted the value they attached to receiving a quality therapeutic intervention (and in particular that they are matched to an appropriate psychological intervention). As a team we would like to ensure that we can produce and cascade data related to positive changes to symptoms and functioning for patients that have received the evidence-based psychological interventions that we deliver.</p>
<p>As there are four separate teams and we have now to operate a uniformed approach across the service, it would be useful for a whole service change to be implemented that will be taken from the what matters feedback (see attached)</p>
<p>All staff will undertake Dementia Friendly training, Adult Support and Protect level 1/2 and Mental Health First Aid. All of these sessions will increase awareness, knowledge and understanding of various issues that may affect the people we work to support including staff.</p>
<p>Recognising that all staff have a need to manage their work life balance. Staff who require extra support or assistance with their personal responsibilities will address their requirements to the senior charge nurse who will find ways to support staff through the organisations policies and procedures.</p>
<p>Good nurse/ patient relationships and ensuring that the patient is involved in their care and support was a theme that ran through much of the feedback from patients. The ward to ensure that patients are fully aware of who their named nurse is and their role in supporting the patient in their recovery.</p>
<p>Ensuring patients have access to the advocacy service.</p>
<p>To focus on issues during the housing support planning process with each individual resident.</p>
<p>We as a team will improve our communications skills as this was highlighted in our conversation. As part of a team effort we will ensure that all patients are phones prior to their visits.</p>



## Appendix 2 – WMTY 2018 Conversation Stats

	Children, Families and Justice	Health and Community Care	Mental Health and Learning Disability	Third and Independent Sector	Other
1	Unpaid Work: 17	Beachview Health and Therapy Team: 25	Woodland View (Ward 2): 20	The Ayrshire Community Trust (TACT): 20	Business Support: 59
2	Partnership Delivery: 24	Kilwinning District Nursing: 13	NADARS: 1000	Cunninghame Housing Association: 17	ICT: 7
3	Residential Childcare: 22	Dirrans Centre: 47	Elderly Community Mental Health Team: 50	North Ayrshire Carers Centre: 37	
4		Douglas Grant Rehab: 17	Psychology: 6	Arran CVS: 29	
5		Castleview Day Service: 13	Ailsa Hospital: 48		
6		Garnock Valley Assist and Care: 18	Learning Disability Service Assist and Treat: 4		
7		Gowanlea Day Service: 16	Woodland View (Ward 11): 1		
8		Community Link Workers: 28			
9		Money Matters: 28			
10		Burns Day Service: 80			
	WMTY conversations: 63	WMTY conversations: 285	WMTY conversations: 1129	WMTY conversations: 103	WMTY conversations: 66
	Number of teams in Children, Families and Justice: 51	Number of teams in Health and Community Care: 68	Number of teams in Mental Health and Learning Disability: 66	-	-