Welcome
Welcome to the 8th edition of the newsletter.
Check out the Health and Social Care website for details on research and evidence.
http://www.hscboard.hscni.net/swresearch/

To keep the newsletter contemporary please forward items to Anne McGlade.
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Introduction
In this special edition of the newsletter we take the time to reflect on a number of international and local events that have been taking place over the last couple of months. Events like this draw in international speakers and delegates to both Northern Ireland and the Republic of Ireland. They are hugely exciting and a wonderful way of sharing and learning together.

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Make a note in your diary of our 6th annual Social Work and Social Care Research Conference - 6th March 2019. See page 26—27
Joint World Conference on Social Work RDS Dublin Environmental and Community Sustainability: Human Solutions in Evolving Societies

The RDS an iconic and flexible venue located on a 42 acre site close to Dublin City Centre, played host to the Joint International Conference on Social Work and Social Development on July 4th – 7th 2018. Organised by the Joint Committee, representing the International Association of Schools of Social Work (IASSW), the International Council on Social Welfare (ICSW) and the International Federation of Social Work (IFSW). The 2018 conference, which is a biannual event, was the fifth event since the inaugural conference in Hong Kong in 2010. The second was in Stockholm, Sweden in 2012, the third in Melbourne, Australia in 2014 and the fourth, in 2016 in Seoul, Republic of Korea. In a conference entitled Environmental and Community Sustainability hosted in Dublin it was fitting that the opening address was performed by Mary Robinson, President of Ireland 1990 -1997 and United Nations High Commissioner 1997—2002 and tireless campaigner for human rights and justice. She is currently heading up the Foundation on Climate Justice. This is a centre for thought leadership, education and advocacy on the struggle to secure global justice for those people vulnerable to the impacts of climate change who are usually forgotten – the poor, the disempowered and the marginalised across the world. Up to 2,200 practitioners, researchers and educators from around the world joined together to explore a Scientific Programme focusing on “Environmental and Community Sustainability: Human Solutions in Evolving Societies” in the context of the UN Goals for Sustainable Development, 2016 – 2030.

Continued
Fourteen themes were identified to which abstracts were called and accepted in the form of:

- Orals
- Short Presentations (6 min, Pecha Kucha style)
- Posters
- Workshops
- Symposiums

This provided delegates with a diverse range of opportunities to listen and engage in discussion from a worldwide global perspective.

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First Nations Children

Throughout the four day event there was a real sense that there was a strengthening of the profile of social work. This was one of the aims of the event to help boost the confidence of social workers and identify areas where they could make a stronger link to local, national and international policy arenas.

Joined on stage in day two by Spirit Bear, a symbol of Indigenous reconciliation, Cindy Blackstock a First Nations Children’s Advocate in Ottawa Canada gave an inspirational keynote plenary address and captivated delegates for the duration of her presentation. Her theme of reconciliation, social justice and children’s engagement posed a challenge to social work for not doing enough in her homeland of Canada for first nation children.

Using harrowing statistics to make her point Cindy explained that First Nations Children’s were more likely to be in child welfare. Using the statistics qualitatively she suggested that children would see it as – “how many more sleeps until I see my mom”. Quantitatively she suggested that between 1989 and 2012 this represented 66 million sleeps or 187,000 years of childhood - A generation of lost children.

Her simple message was that First Nation’s Children deserved the same treatment as anyone else in Canada. For decades she fought tirelessly against the Federal Government resulting in a Landmark Human Rights Tribunal Ruling that affected the lives of 163 million children. The key barrier to reconciliation she argued was:

“Not doing better, when we know better”

Reflections in a divided society

For an international audience John Pinkerton Queen’s University Belfast provided an informative and enlightening key note address on Reflections from a Divided Society drawing on contradictions as a driver for change explaining the different spaces North and South of Ireland. John’s presentation explored:

- Social work activity in Ireland
- Contradictions as a conceptual tool for critical reflection
- Opportunities and possibilities that exist for change.

Continued
In 1984, the biennial Eileen Younghusband Memorial Lecture was inaugurated to commemorate Eileen Younghusband (UK) who was IASSW President from 1961 to 1968. In 1955 she chaired a Ministry of Health working party on the provision of training for social workers, a rapidly expanding profession but with little opportunity for formal training. The subsequent Younghusband Report, which was published in May 1959 led to the establishment of the Council for Training in Social Work.

Professor Mel Gray, School of Humanities and Social Science (Australia) was recognised with the prestigious International Association of Schools of Social Work’s (IASSW) Eileen Younghusband Lecture Award 2018 for her powerful contribution to international social work education. She received the award at the Joint World Conference on Social Work, Education and Social Development conference in Dublin and delivered the Eileen Younghusband Memorial Lecture. The award is presented biannually to ‘a distinguished social work educator, who has an international reputation and recognition’. Whether championing new practices or pioneering new ideas, Gray's unwavering ambition is to create lasting change that improves the lot of individuals and society.

'There are many ways research can have an impact in social work, from changing the attitudes and behaviors of practitioners, to improving practices within service organisations, to influencing government policy. My research endeavors to make a difference at all these levels.'

(Mel Gray)
Linking to the theme of the conference, that of sustainable development, Mel Gray said there is still a huge amount of work to do to convince social work that the environment is social work’s business and a need for community endeavor to resolve the industrial blight.

**The earth has rights.**

Drawing on the work of Gustave Speth, who is renowned as a visionary environmentalist leader, Mel Gray also reiterated his views and warnings that in spite of all the international negotiations and agreements of the past two decades, efforts to protect the Earth's Environment are not succeeding. She called for more responsible governmental responses across the world.

*“We scientists don’t know how to do that”*

"I used to think the top environmental problems were biodiversity loss, ecosystem collapse and climate change."

"I thought that with 30 years of good science we could address those problems."

"But I was wrong. The top environmental problems are selfishness, greed and apathy..."

"...and to deal with those we need a spiritual and cultural transformation - and we scientists don't know how to do that.”

*Gus Speth*

**Sustainable Development Goals**

In a conference where the use of technology to support human science services was a key theme delegates were impressed by its effective use by the organisers to engage Margaret Alston, Monash University Australia via video link on the third day of the conference. In a powerful and effective address the different time zone and the thousands of miles between continents did not detract from her enthusiastic powerful and effective delivery and engagement of the delegates.
Professor Alston’s expertise is in, for example, gender and climate change in Bangladesh with Oxfam; with UNESCO in the Pacific and she was engaged as a UN gender expert by the Gender Division of the UN’s Food and Agriculture. Her message was about the importance of:

*Keeping Human Rights on the Global Agenda.*

Her presentation drew primarily on the **Sustainable Development Goals** which are a United Nations Initiative. The **Sustainable Development Goals** (SDGs), officially known as: *Transforming our world: the 2030 Agenda for Sustainable Development.* This is a set of 17 "**Global Goals**" with 169 targets between them.

Continued
For further details on the sustainable goals check this out: [https://www.un.org/sustainabledevelopment/sustainable-development-goals/](https://www.un.org/sustainabledevelopment/sustainable-development-goals/)

Whilst the goals are laudable, the presentation raised concerns about the loss of a human rights language amidst these targets. Margaret Alston drawing on the previous input by Mary Robinson also called on the need to support

*A Growing Cultural Rights Agenda.*

The key note addresses, discussions and the diverse range of orals, workshops, posters and symposium presentations certainly helped to generate a belief in the solidarity, social justice and social and environmental rights across the globe-Europe, Asia, Africa America and Australia. It was also good to see presentations and posters from Northern Ireland profiled on the international stage. Well done to all our presenters.

Some of the messages from delegates are graphically and effectively captured in the cartoons below and on the next page.
The theme of power and struggle and the need to tackle oppression wherever it arises, was reiterated throughout the four days of the conference. Robby Gilligan from Trinity University Dublin a member of the organising committee, in one of the summing up sessions referred to the sheer number and quality of presentations (delivered in English from presenters from around the world) which was intoxicating. A recurrent theme was the call for more radical thinking

**Reinstate the hope and belief in humanity**

There was certainly a vibrancy that lasted throughout the four day event that indicated that across the globe there is a growing cultural rights movement. There was also a strong feeling that people were learning and relearning the value of real networking and engagement and of learning together.

It was an excellent event, which required a huge amount of organising and planning on behalf of all of the committee inclusive of national and international members. It was an event that was well worth attending.

*Summary from the conference reflects the views of Anne McGlade, Social Care Research Lead HSCB (other delegates may have other perspectives).*
Fifth bi-annual DARE conference 2\textsuperscript{nd} and 3\textsuperscript{rd} July 2018

Decisions, Assessment Risk and Evidence

Hosted by Ulster University

Feedback report

Organised by the Institute for Research in Social Sciences at Ulster University and supported by the Health and Social Care Board the rooms at The Templeton Hotel in Templepatrick were buzzing with optimism and enthusiasm. Delegates, inclusive of senior practitioners, managers, policy makers, researchers, regulators and social workers in education and training from over 23 countries came together on 2nd and 3rd of July 2018 at the fifth bi-annual DARE conference. A conference that has grown from strength and prestige, as a result of the enthusiasm and energy of Professor Brian Taylor, Ulster University.
Mary McColgan OBE, Emerita Professor of Social Work, Ulster University in her usual very warm and inviting style welcomed 160 delegates, and presenters from 23 countries to Northern Ireland especially those who had never visited Northern Ireland previously and extended a warm welcome back to those who had.

Whilst welcoming delegates from 23 countries may have been a challenge for most people Mary extended a welcome in a diverse range of languages of many of the participating countries.

Social work professionals make professional judgments daily and they regularly make recommendations to managers, other professionals and the justice systems for actions to be taken that can be life altering for service users, carers and their families. Decisions are generally thought to be based on evidence and experience and a rational decision making process but there are no certainties in life and no decision is ever totally risk free. The value of such an event is therefore immense, providing the opportunity for a diverse range of academics, practitioners and researchers alike to discuss Decisions, Assessment Risk and Evidence (DARE).

Continued
Mary invited all of the delegates and presenters in the room to actively engage in the opportunity afforded to them over the two days of the event including the key note plenary’s, workshops, orals, discussion groups and poster presentations.

Given the evident networking and engagement that went on over the two days, delegates responded positively to her invitation.

Haluk Soydan, Research Professor of Social Work, University of Southern California School of Social Work, USA challenged delegates to consider Client-Centred High Quality Evidence: What Next?.

He called for a greater emphasis on developing the collective culture of social work from opinion to evidence, from bench to trench and always for the betterment of human beings.

Operating with little evidence or poor evidence runs, he argued, the danger of experimenting with clients or service users and carers which is unethical and wrong. Whilst referring to Randomised Control Trials, as articulated by Sackett et al, as the gold standard of evidence if we are trying to estimate if we are doing more good than harm with our interventions Haluk also reminded the audience that the culture for implementation of evidence into practice must be addressed.

Continued
The second Key note address on the first day was Professor Rami Benbenishty, Louis and Gabi Weisfeld School of Social Work, Bar Ilan University, Israel. Professor Benbenishty took the question of context a step further drawing on a piece of international research using vignettes specifically related to Child Welfare Judgments and Decision Processes in Context, of which Northern Ireland was a participant alongside Israel, Netherlands and Spain.

This research study explored the complexities associated with attitudes, evidence and judgements and how context is such an important factor in decision making. Rami posed the question how do we study context and how we statistically measure context. He posed the all important question of the place of context within evidence based practice. How does implementation science fully address the issue of context?.

In day two Professor Brian Littlechild, Research Lead, Department of Nursing & Social Work, University of Hertfordshire, England; & Vice President, European Research Institute for Social Work, University of Ostrava, Czech Republic discussed Assessing and Responding to Risks in Social Work: Evidence-based Guidelines for Ethical Social Work Practice.

Setting a context within the United Kingdom he drew on The UK National Institute for Health and Care Excellence (NIHCE) 2015 Guideline on one of the most challenging of areas for such co-production, of working positively and jointly with service users, staff and carers in addressing the causes, consequences and resolution of issues. This is the area of mental health and particularly where there is violence from mental health service users on staff, themselves, and others in their formal and informal networks. The Guideline addresses how best to respond to staff, service users and others after such incidents, and the potential for jointly produced solutions to the issues that arise, as part of the construction of the NIHCE Guideline on ‘Violence and Aggression’.

Continued
Throughout the remainder of the event delegates participated in and discussed issues of common coven within the six themes of the conference.

**Professional judgement** including reflective practice; cognitive judgement models; heuristics and rationality; use of knowledge; judgements in uncertainty; bias; regret

**Decision processes** with clients, families, other professionals, systems and organisations; social work roles in court decisions; collaborative and contested decisions

**Assessment tools and processes**, including screening, analysis and problem solving; assessing needs, strengths and risks; statistical and intuitive approaches to predicting harm; mitigating and moderating factors

**Assessing and managing risk**, including conceptualisation, communication and legal aspects; organisational processes; positive risk taking; social care governance

**Evidence** creation, synthesis and dissemination; the use of knowledge to inform policy, practice, teaching, management and regulation in social work

**Ethical, emotional and contextual aspects** of decision making, assessment, risk and evidence, including relationship to professional, personal and societal values

Brian’s presentation explored the importance of assessing risk in social work referring back to the seminal work of 1970s by Mayer and Timms *The Client Speaks and* reiterated the all-important activity when constructing evidence and applying evidence that involves service users and carers as co researchers. Making use of Arnstein's ‘ladder of participation’ model he recommended a move towards co-production rather than just taking into account the views of service users about their services.

The Client Speaks and re

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Continued
In her closing address Anne McGlade, Social Care Research Lead in the HSCB explained that the HSCB is delighted to continue to support this important conference and will do again in 2020 when, it is anticipated that Maire Roulston who takes up her new post in August 2018 as Director of Social Care and Children, will be a key note speaker.

Anne acknowledged the breadth and quality of all the formal inputs including the plenary sessions, the workshops, the discussion groups, the poster presentations and the display stands. She thanked everyone for taking the time to put together their presentations and for sharing their learning with others. She also acknowledged the contribution of the chairs for facilitating discussions throughout the two days. These discussions along with all the informal networking that had taken place over the two days, has *given us all time to reflect*. It is therefore, she continued:

“**Imperative for all of us as delegates, to think more about the challenges and our responses which may in turn inspire new and practicable solutions in this area**”.

Delegates and speakers at DARE event 2018.
The six themes for 2220 are:

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See you in 2020
Participants at the international seminar on research and evidence hosted by the Health and Social Care Board on 4th July 2018 at NICVA were welcomed by Marie Roulston, recently appointed Director of Social Care and Children’s. Marie extended a particularly warm welcome to Haluk Soydan Associate Dean, Faculty Affairs and Senior Fellow, Global Research Impact, Department of Community, Organisation, and Innovation Los Angeles, CA, United-States. Delegates were drawn from the Department of Health, Probation Board, the Health and Social Care Board, Trusts and representatives from our two Universities.

In welcoming Haluk, Marie acknowledged the significance of the 4th of July in America but indicted that she was delighted that Haluk had agreed to spend a bit more time with us in Northern Ireland in what she hoped would be a relatively relaxing and informative atmosphere where we would benefit from his wide repertoire of experience in both Sweden and America. The seminar was an opportunity to reflect on the work that we are doing here in Northern Ireland to drive forward a research and evidence minded culture amongst managers, practitioners and organisations in social work and social care.
Some delegates also had the benefit of engaging at the DARE Conference on 2nd and 3rd of July hosted by Ulster University and also supported by the HSCB here. Haluk was a key note presenter.

Anne McGlade provided some background to what we were doing local by way of context for Haluk. Haluk’s experience was drawn primarily from his time in Stockholm Sweden where he was Professor of Social Work at the University of Gothenburg and Stockholm University and for 10 years, he was the research director of the Institute for Evidence-Based Social Work Practice, which is part of Sweden's National Board of Health and Welfare. He also used his experience from America albeit that he acknowledged that the whole shift in that country with Federal Government emphasis on cost effectiveness is a very different cultural driver.

His wealth of experience, including program evaluation, systematic research reviews, qualitative studies of how human services organisations work, service delivery among ethnic clients and patients, and core theoretical issues in social work research was very much formulated by his 10 years at the Institute in Sweden.

Continued
The initial task in hand he explained was to challenge resistance to such implementation and come up with strategies and solutions to begin the wholesale necessary culture which required three components:

- Research feeding providing the evidence of what works
- Legal issues and structures
- Organisational readiness which requires a collective approach.

Haluk acknowledged the huge amount of work that was already underway in this area in Northern Ireland and especially the purpose and aims of the Social Work Research and Continuous Improvement Strategy which he considered a laudable step.

In what was an informal setting the discussion focussed on a wide range of issues that require ongoing debate and dialogue. Lots of interesting points or queries were raised, these include:

- How can we work together to figure out what works and what needs more implementation?
- Should we stop some research studies that we feel we have taken it as far as it can go, to spend more time and resources on more worthwhile projects?
- A lot of starting ideas for new projects such as the innovation agenda – but how do we know what is working and what elements do we consider worth implementing wider. How do we decide?
- Are we reaching people we need to reach?
- Can we train everyone the same?
- Practitioners need to understand ALL levels of research
- Is there a correct balance? Is there enough training to understand the quality of evidence?
- Partnerships with universities – we need to extend good relationships.
- Are post qualifying people being used in the right way?

Continued
Social workers in practice – is there a role we can use within the universities?

After University – post qualifying students going into the workplace and organisations – how do we facilitate research to continue?

Social workers need to do appraisals – can we do something similar like this after post qualifying. The students can continue to study and complete appraisals throughout the year.

Around the Trusts - evidence of more commonality than differences. When staff are trained together there is a common approach.

What is the infrastructure to support us implementing this – we don’t do the research but we need support for implementation.

In offering delegates some food for thought Haluk made a statement that:

**OFTEN A RESEARCH CULTURE SHIFT TAKES TIME**

Continued
California Evidence Based Cleaning House for Child Welfare is made up of two groups

- Scientific advisory group
- Practitioner's advisory group which collects information to bring back to the scientific group.

There are some key messages that have wider applicability for the necessary culture shift:

- Without scientifically tested data you cannot say it has worked
- Train staff regularly and ensure that time, effort and resources in this area are not wasted
- Appoint key people to look out for the programme
- Facilitators are supposed to follow up so there is an information system
- Could you appoint 1 or 2 staff members in each Trust to track statistics and hold small meetings like this so everyone can get together and discuss outcomes and way forward?
- You need dependable statistics

A note of thanks to Louise McLaughlin, HSCB for her meticulous administrative support.
The role of experience in evidence based practice

Evidence based practice is not solely focussed on being dependent on peer review research. Experience plays a very important role. A word of caution however:

It’s not just any old form of experience that counts!

This article explores some of the tensions, contradictions and realities of:

Evidence and the role of Experience

Research, evidence, ideas, perspectives and practices are constantly tested in a context which is ever changing.

Evidence based decision making

and

Making decisions using evidence is not just semantics

There is a real difference. Let’s explore this difference.

Organisational leaders are juggling a vast number of competing agendas. In decision making processes they use an array of professional and personal experience, organisational and market data, information systems, opinions formulated by staff and a diverse array of cultural norms. This is best described as:

Making decisions based on evidence

Continued
The medical consultant on the other hand whilst using **ALL** of the above there are two vital additions to their repertoire of tools for decision making.

1. Academic or scientific peer reviewed research evidence
2. A shared decision making process alongside the patient or end user

In light of their training they have enough capability of not only understanding the research evidence, critically appraising it, understanding its limitations but also on its applicability to the current situation.

Many organisational leaders do not have these skills and too often view such endeavours as best as academic or worse with scepticism and cynicism with challenges that such endeavours are not based or generated in everyday reality.

So why?

Very often there is a challenge posed that there is not enough research available to organisations or to organisational leaders including leaders in social work and social care. This challenge does not necessarily stand up to scrutiny as a diverse range of available evidence is available exploring leadership, management, business and organisational research. The focus, possibly for too long, was overly placed on practitioner research and evidence, but sometimes in that wider organisation vacuum. This situation has however been reversing.

The challenge however does remain in relation to the organisational context where there is a limited grounding in evidence based practice.

**That useful research is not to go unused.**

Unlike medical professionals if research and evidence isn’t like blood running through the vein of leaders then the culture will not change. We are changing social work and social care but it will take time.

**What is the case of bias in research and decision making?**

Evidence based decisions makers **don’t:**

- Assume knowledge
- Assume they are being objective
- Assume they are right

Continued
Assume rather, that other perspectives exist that need explored

Set out to disprove their own e-learning and conclusions

We refer to this as **scientific method**.

People who merely use evidence to make their decisions often:

- Pay little regard for objective
- Pay little regard for bias
- Look for evidence that proves their point
- Fail to look for contradictory evidence
- Use evidence that pays scant regard to bias

Evidence based leaders and practitioners are especially concerned with bias, objectivity, ethics and better understanding of the factions and forces that influence their decision making.

Of importance is:

- Research methodology
- Self awareness

**Considerations of certainty and uncertainty in decision making.**

There are four areas of reactions to uncertainty.

Can you spot the type that is evidence informed?

1. From denial of the uncertainty or ambiguity – this is usually achieved by imposing an order that does not exist, on the situation. For example, blaming the wrong cause and not engaging in

2. Discomfort and avoidance of the uncertainty. This usually achieved by prematurely resolving the symptoms of the uncertainty or ambiguity

3. An acceptance of the uncertainty but no strategy to deal with it or benefit from it

4. Complete comfort with uncertainty, diversity of thinking and ambiguity and has capability to work productively under situations of uncertainty.
Clusters 1, 2 and 3 on the contrary tend to narrow their thinking and evidence gathering rather than looking for contradictions and learning from. These individuals in cluster 4 are not only highly evidence-based but also highly concerned with objectivity, the removal of bias and an experimental or evidence generation approach. This requires the ability to be able to resolve paradoxes and incorporate disparate and contradictory perspectives and evidence. They do not try to project the learning based on an alternative narrow agenda. Correct answer is cluster 4.

**In conclusion**

This short article considers the thinking around evidence based practice and in particular the place of experience. It argues that **experience** is a core part of evidence based practice.

But not however, any type of experience which can incorporate personal level of experience. Experience needs to be incorporate the following to be

- Objective
- Experimental
- Critical
- Understanding degree of uncertainty
- Be aware of paradoxes and contradictory evidence

**Comment**

Views are those of the author (Anne McGlade) but ideas were also formulated by an interesting commentary provided by the Oxford Review which was established in 2016 by David Wilkinson around research, evidence, organisational culture, leadership, learning and innovative capability.

Comments welcome
Advance Notice

Date for your diary

Early announcement
6th Annual Social Work and Social Care Research in Practice Conference
Details to follow

Title: We intend to build on our ongoing theme: “Building research to evaluate complex interventions in social work and social care”— a consideration of methodological issues

Date: Wednesday 6th March 2019, 9.30am – 4.30pm

Venue: Belfast Castle nestled in the slopes of Cavehill

Professional in Practice (PiP) Accredited Event

To register for the event please complete the following information and return to SWSPResearchConference2019@hscni.net by 22 February 2018.

CALL FOR ABSTRACTS WILL FOLLOW – Please consider this as an opportunity for dissemination of valuable research and evidence.

Organisation:
Job Title:
Email address:
Special Requirements:
The 2019 Social Work and Social Care Research Conference intends to build on the success of previous year’s conferences. It will include:

- Key note plenaries
- Oral Presentations
- Workshops
- Posters
- Creative Interlude

Sub-themes to include partnerships and collaborations supporting research for a purpose:

- Well-being
- Ethics
- Equality
- A rights based approach in research.

Application form and a formal call for abstracts will be issued but now is the time to begin thinking about how you can contribute to making this event a success for social work as a researcher, academic, manager, practitioner, service user or carer. If you are working on key pieces of work, research, systematic evidence reviews or evaluations consider the themes of the event as noted above.

For expressions of interest in the conference please forward your name to SWSCResearchConference2019@hscni.net Please indicate if interested in doing an oral or a poster presentation.

Design and layout of newsletter - Louise McLaughlin, HSCB
Test Your Knowledge

1. All of the following are TRUE about science as a way of knowing EXCEPT:
   A. It is based on trust in reason (rules of discourse)
   B. It builds on previous knowledge and is self-corrective
   C. It adheres to standards that allow for comparative analysis
   D. All of the above

2. In science, knowledge is stated in such a way as to:
   A. Make it non-comparable
   B. To prove or disprove it
   C. To integrate it
   D. To generate and test new knowledge

3. The standard of scientific rigor consists of all of the following EXCEPT:
   A. Multiple studies
   B. Replicated studies
   C. Values-determined outcomes
   D. Experimental, control group studies

4. In addition to science (theory and research) all of the following factors influence decision-making in macro practice:
   A. Moral philosophy helps determine the desired-end goals of social work policies and programs
   B. Public and political opinion both influence support for or funding for programs
   C. Competing economic interests among population subgroups
   D. All of the above influence decision-making in macro practice

Answers: 1=D  2= A  3=C  4=D