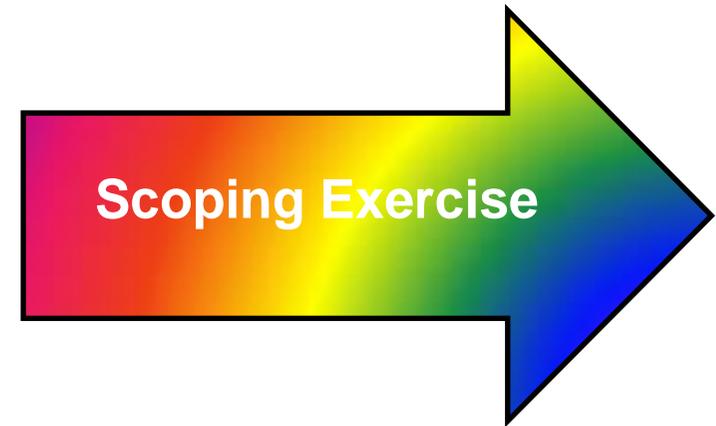




Plus PBNI other and YJA



## Social Work Research and Continuous Improvement Agenda

Scoping out what is happening across organisations

## Responses 2017

### Introduction

The Social Work Research and Continuous Improvement Strategy (2015-2020) has at its heart a vision for a step change in the understanding, use and application of research and evidence to support continuous improvement in social work services. At the same time it is our contention that adopting a more research mindedness approach will support the enhancement of the professionalism and professionalization of social work.

See link to the Strategy and other related documentation at: <http://www.hscboard.hscni.net/swresearch/>

### Scoping Exercise

In June 2017 the **Social Work Research and Continuous Improvement Implementation Board** was established. This group is chaired by the Director of Social Care and Children (HSCB) and is inclusive of all statutory organisations that employ social workers. This approach is aimed at ensuring that we have a wider common purpose for the discussion of research, evidence and continuous improvement as it affects the social work profession across Northern Ireland.

To inform decisions on the most appropriate governance and infrastructure arrangements it was agreed, at the first meeting in June, that each organisation undertakes a **scoping exercise** aimed at identifying what processes have been developed within organisations aimed at stimulating and supporting research, evidence and continuous improvement. In addition this exercise should capture other processes developed or being developed whereby it may be possible to establish synergy with the research and continuous improvement agenda.

**1. What processes have been developed within your organisation aimed at stimulating and supporting research, evidence and continuous improvement? (Processes and supports can be multi-dimensional but could include people, training, networks or other resources).**

Organisat- ion	People Taking a Lead	Support for Training and developmental activity at post qualifying level	Developmental activities	Groups and Networks	Other resources
Probation Board Northern Ireland	Learning and Development Officer  (Lesley McAllister)	Four staff trained at master's level, certificate diploma. Staff, are encouraged to participate in Winston Fellowship Griffiths Foundation (In research opportunities restorative practices and problem solving.)		Assistant Director – member of Irish Probation Journal Editorial Committee Academic Journal.  Regular meetings with NISRA re statistics and support research applications.	Supervision guidance being revised to take account of Research and Continuous Improvement Agenda.
NIGALA	John Sheldon Assurance and Training Manager	No	<ul style="list-style-type: none"> <li>• Publications</li> <li>• Seminars</li> <li>• Conferences</li> <li>• Skills sharing event. Sharing of</li> </ul>	<ul style="list-style-type: none"> <li>• Children's participation network consultation with children re: image -</li> </ul>	

			<p>resources children with disabilities links to resources</p>	<p>documents about me and about court.</p> <ul style="list-style-type: none"> <li>• Evaluation of practice – working with black and ethnic minorities new evaluative research (Build on recommendation)</li> <li>• Care proceedings snapshot survey re care order applications – views of guardians on appropriateness of care orders etc</li> <li>• Children Interagency legal issues. To keep professionals up to date with childcare</li> </ul>	
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				<p>legislation/knowledge/legal/research issues. Promote best practice mutual support.</p> <ul style="list-style-type: none"> <li>Guidelines part of professional development groups meet 6-8 times per year to share learning (55 Guardians)</li> </ul>	
YJA	No	No	<ul style="list-style-type: none"> <li>No</li> </ul>	<ul style="list-style-type: none"> <li>No</li> </ul>	No
WHSCT	Christine McLaughlin Head of Service Learning Development and	<ul style="list-style-type: none"> <li>Research methods programme at Ulster University (2)</li> </ul>	<ul style="list-style-type: none"> <li>Use of evidence journal clubs.</li> <li>Team meetings</li> </ul>	There is research potential within the Trust to support other staff with literature searching.	Research portal within the Trust populated with

	<p>Governance</p>	<ul style="list-style-type: none"> <li>• Doctoral training in childhood studies course (2)</li> <li>• Post qualifying training F&amp;CC and mental health</li> <li>• Connecting evidence to practice (PIP) (8)</li> <li>• Regional quality improvement (4 per year)</li> </ul> <p>IHI Improvement (1)</p> <p>Gained Qualifications At Masters level and Doctorate level</p> <p>Young People in decision making.</p>	<p>preparations.</p> <ul style="list-style-type: none"> <li>• Encouraged to write for publications for Quality Improvement</li> <li>• Presentations, posters</li> <li>• Sharing Evidence events</li> </ul>	<p>Staff member sits within learning and development governance team.</p>	<p>peer reviews research.</p>
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		User Involvement strengthened.			
NHSCT	<p>Joint support from social care and governance workforce.</p> <p>Veronica Callaghan (AD)</p> <p>Kathryn Carmichael (Head of Service)</p> <p>Caroline McGonigle (Social care Governance)</p>	<p>EIPO (UU) Research Methods (UU)</p> <p>Managing effective practice</p> <p>Strategic leaderships</p>	<ul style="list-style-type: none"> <li>• Posters</li> <li>• Presentations</li> <li>• Workshops</li> <li>• Journal clubs</li> <li>• Professional forums</li> </ul>	<p>Evidence informed improvement in social care (ToR agreed)</p> <p>Northern Trust Quality Improvement Network</p> <p>Trust Referral Groups</p> <p>Trust Audit Groups</p> <p>Local Trust research strategy devised</p>	<p>Aiming to enhance research and evidence based practice of professionals</p> <p>Research discussed at professional forums</p> <p>Database of all Trust research audit and evaluation and actions</p>

	manager)				Launch of local and strategy.
SHSCT	Francesca Leyden AD Workforce - development and Governance	<p>Research methods (UU) (3)</p> <p>Evidence module (UU)(3)</p> <p>Strategic leadership (4)</p> <p>PHD (1)</p> <p>Various services within the Trust social care governance forum main forum for research and evidence</p>	<ul style="list-style-type: none"> <li>• Trusts publications</li> <li>• Journals</li> <li>• Conferences</li> <li>• Outcomes of research used to shape practice</li> </ul> <p>Specifically one SHSCT practitioner research - “An examination of effective practice assessment within the direct observation of Social Work Students in the SHSCT” was influential in shaping services in the Trust. It also contributed to the</p>		<p>Directors fund for small to complete research</p> <p>Trusts medical director (R &amp; D) encourages research from all disciplines Trust R &amp; D offer provide support to those undertaking research</p>

			training of prospective Practice Teachers in NI.		
Belfast Trust	John Growcott Jacqueline McGarry	Accredited Masters programmes are supported by social work Learning and Development Services (supported at PiP level.  Research Methods Programme UU  Evidence Module (2)completed -2 in current cohort 1 deferred and 1 moved to another Trust but completed subsequently  Research methods (2)completed (previous and new includes new	Research is profiled on a regular basis – <ul style="list-style-type: none"> <li>• Social work fora, reflective learning event</li> <li>• Trust learning and development programme</li> <li>• individual supervision sessions</li> </ul>	Proposed establishment of Trust Social Work Research Interest Group to promote the contribution of research to the development of evidence based practice and service improvement.  This is an area which requires to be developed.	Staff have access to a number of knowledge exchange sites which offer access to research reports and summaries of findings, and links to the application of research to practice.

		<p>module)</p> <p>Various(250 approx) other staff supported on a range of other post qualifying courses (PiP)</p> <p>Training contributes to the development of the knowledge and skills base of the staff involved.</p> <p>There is a challenge for the Trust is to utilise this skills base to evaluate service improvement projects using a research methodological approach to identify the impact of the improvement initiative and to scale up</p>			
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		initiatives across Trust services.			
South Eastern Trust	<p>Campbell Killick (research)</p> <p>Barbara Campbell (Improvement)</p> <p>Tony McAllister Learning and Development)</p>	<p>Since 2014 the South Eastern Trust has continually supported staff to participate in a range of PQ courses all of which contain an element of research and evidence skills</p> <p>All the post graduate courses are at Masters level</p> <p>All Professional in Practice (PiP) courses are run in partnership with the 2 local Universities- including</p> <ul style="list-style-type: none"> <li>• Initial Professional Development</li> <li>• Adult Safeguarding</li> </ul>	<p>The outcomes will be shared across a range of mediums:</p> <ul style="list-style-type: none"> <li>• Supervision for individually agreed outcomes</li> <li>• Conference presentations to share the learning's of more substantial courses such as Research Methods (UU)</li> <li>• Book club.</li> <li>• Lessons Learned Bulletin</li> </ul>	<p>A range of professional trust staff are involved in two groups (both social work and other professionals)</p> <p>1) Lessons Learned Group (quarterly)</p> <p>The purpose of the lessons learned group is to consider research and lessons learnt from things that have gone wrong in social work practice and to publicise this in a Trust newsletter</p> <p>2) SQE/QI Group (monthly)</p> <p>The function of the SQE group is to manage and</p>	<p>The Trust has a research officer (who present is supporting an adult safeguarding agenda)</p> <p>This has resulted in a high number of candidates from the trust on or completing the Research Methods Programme (Evidence and Research at UU and building a research community in the Trust</p>

		<p>Programme</p> <ul style="list-style-type: none"> <li>• Practice Teachers award</li> <li>• Child Care award</li> <li>• First Line Managers Supervision Programme</li> <li>• Approved Social Work programme</li> <li>• EIPO/Research methods</li> </ul> <p>70 staff approx. supported(varies yearly)</p> <p>Staff develop knowledge and skills in research and evidence based practice that enable them to deliver an improved service. In certain cases like the research methods it enables staff to share their learning and develop others and it</p>		<p>maintain the improvement agenda within the Trust and to promote and publicise training courses and the outcomes from the various projects</p> <p>The Trust has developed the <b>regional Quality Improvement programme</b> now in its second intake</p> <p>The Trust has also facilitated a <b>book club</b> this year</p> <p>Research and Improvement is a regular theme that populates a range of forums in the Trust from the Social Work executive, to statutory</p>	<p>The Trust has 5 staff members from the training team engaged in actively progressing the entire identified Professional in Practice (PiP) courses.</p> <p>The outcomes of this investment is that we continually have robust numbers of staff on a range of formal developmental programmes that enable them to</p>
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		also can help shape service developments in some cases		functions meetings, to social work forums across adults and children's services and Directorate/team meeting agendas	develop their research and evidence skills and apply these to practice
HSCB	Anne McGlade, Social Care Research Lead-regional emphasis	<p>The HSCB under its brief of commissioning training via the Social Work, Governance and Training lead has supported a range of formal academic training events run in conjunction with the two local universities. (see Trust details)</p> <p>A number of other courses also support research, evidence and improvement</p> <p>Initial professional</p>	<ul style="list-style-type: none"> <li>• Annual Social Work and Social Care Research Conference</li> <li>• Local, national and international events</li> <li>• Workshops</li> <li>• Posters</li> <li>• REM Programme-</li> <li>• Regional ( UU) Regional assessment arrangements including engagement of service users and carers in</li> </ul>	<p>Various networks links with academia /groups Executive Directors Forum</p> <p>Other networks to be agreed where relevant</p>	<p>Retention and maintenance of data base of staff and the type of research and evidence reviews conducted (via REM Programme at UU)</p> <p>Database of all Executive Director supported research since 2015</p> <p>Proactive engagement of academia in the development of</p>

		Development (IPD) Quality Improvement Safeguarding Staff are also supported through QUB programmes at post qualifying and Doctoral level.	<p>process</p> <ul style="list-style-type: none"> <li>• Research and Evidence Newsletter</li> </ul>		academically accredited programmes for service users and carers build their skills and capacity ( link to Strategic Priority 7 of Strategy
DoH	Link to Social Research lead in HSCB	Departmental staff engaged in REM Programme support from Quality Improvement Training	Events and workshops Message of the week	Local engagement partnerships  Innovation initiatives  Evaluation framework-measuring outcomes	Implementing social wellbeing and social work research and continuous improvement strategies give strategic direction

<b>2. Are there other processes developed or being developed within your organisation where it may be possible to establish synergy with the research, evidence and continuous improvement agenda?</b>		
<b>Organisation</b>	<b>Identify the process or processes</b>	<b>Indicate how the research, evidence and continuous improvement agenda can be adequately profiled</b>
Probation Board NI	Rewrite practice standards  Service user involvement	Use of research in practice standards  More engagement with academia  Training of staff to ensure they are up to date knowledge of service user issues.
YJA	The YJA is currently a partner in a two year research project coordinated by the International Juvenile justice Observatory. The aim of the project is to establish restorative justice pilots in EU member states.  The YJA has agreed in principle to become involved in research on Research on Autistic Spectrum Disorder and Harmful Sexual Behaviours: Developing good practice in Risk Assessments.	TBA with the steering group  YJA to be part of an expert advisory group. YJA practitioners to be involved in a survey, interviews, sharing good practice, areas for improvement. YJA practitioners to be involved in the piloting of the model in the final stages of the research
NHSCT	Synergy between evidence reformed forum and regional social work quality improvement network	Regional quality improvement network could be extended as a mechanism for promoting evidence, research and quotes

	NHSCT revised regional committee journal and practice learning networks	Profile at Regional and local Trust events -Encourage abstracts and publications from social work -Standing item on Professional Social Work Forums Launch of NHSCT Research Strategy (Oct 2017) connectivity
WHSCT	Connecting evidence to everyday practice	Invitation to the social care regional lead to input into the <i>Connecting Evidence to every Day Practice course</i> . Supports synergy. Outcomes from strategy would be particularly welcome.
SHSCT	Workload and service pressures currently prevent staff conducting research.	Funding of posts for social work dedicated to social work research for R & D office E.g. NI Clinical network NI Cancer network
Belfast Trust	The delivery of the Trust's Quality Improvement Strategy is an organisational priority. Social work staff are engaged in the corporate quality improvement programmes and a number have been nominated to participate in the regional social work quality improvement programme. This initiative promotes continuous improvement through the application of quality improvement methodology. The collation and analysis of data to demonstrate improvement in change are fundamental to this process mirroring the discipline required to complete research.	The Trust is committed to regional work of research, evidence and continuous improvement.

<p>South Eastern Trust</p>	<p>SQE/QI OBA Restorative Practices All PiP programmes have a research component PP role and research minded leader Research projects both external and internal Research methods course and numbers of trust staff on this year on year Lessons learned bulleting picks up research lessons SQE/QI OBA Restorative Practices All PiP programmes have a research component PP role and research minded leader Research projects both external and internal Research Methods Programme at UU - the numbers of trust staff on this year on year Lessons learned bulletin picks up research lessons</p>	<p>Via Social Work Executive Forum  And  Use of Trusts digital platforms such as Trust Intranet Trust Facebook Trust Twitter account Social Services Development Teams Twitter account Include Trust Organisational events such as the Trust leadership event coming up on the 6/10/17 The Trusts Social Services Development Teams Training Directory is another medium as is the Trusts Social Work Book group</p>
<p>HSCB</p>	<p>Current procurement processes in HSCB in relation to contracts have been aligned more closely with the research and evidence agenda – supporting evidence needed  HSCB has commenced an exercise in relation to developing a coordinated process for <i>Calls for Evidence</i> in order to more effectively Use Evidence</p>	<p>Synergy with commissioning Procurement Personal and Public Involvement</p>

Reviews to Improve Commissioning and Planning.

- Gaps
- Question
- Rationale
- Potential utilisation

This is to instil ownership and synergy

**Other Activity in HSCB**

- South Eastern Trust - Pilot under took OBA to gathering data (Qualitative and Quantitative)which will make recommendations – report nearly complete
- Think Family Social Work Pilot collecting same data as above – SW Strategy
- Commissioned the TF Study and TF Audit – currently underway: -----
- Think Family Support Worker collected same data as above in SET, BT and pending in WT
- Think Family Study agreed by Executive Directors of Social Work is being written up by QUB and launched in May 2108 (Mental Health week)
- Think Family -Audit went through Ex DSW and planning for work in Trusts is underway

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|  | <ul style="list-style-type: none"><li>• GAIN audit in Forensic MH&amp;ID has been completed and report being Quality Assured by GAIN before publication. Presentation at Scottish Annual Research Network in November 2017. Year 2 application being made</li><li>• <b>Inpatient Care</b> - have been working on improving access across Trusts. This has included using data to identify the issues, redrafting a protocol based on best practice and establishing a network to resolve difficulties and disseminating best practice.</li><li>• Robust structure was in place within Bamford where agreed priorities were identified and agreed across Departments and commissioned by local Universities to take pieces of research forward and report back to Bamford. As we moved into a more difficult financial times there has been less research commissioned directly by Bamford.</li></ul> |  |
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**3. Identify one priority area within your organisation that you consider would benefit from the conduct of research or evidence review?**

**Please provide a rationale for this suggestion**

<b>Organisation</b>	<b>Priority area</b>	<b>Rationale for suggestion</b>
Probation Board NI	Longitudinal study of long term effects of community supervision (enhanced combination orders)	Insight into what works for service users
NIGALA	Care order proceedings impact on the service and ability to cope with increase.	Data to articulate why there has been a substantial rise in care proceedings. Advise Trusts/NIGALA/DOH & court services
YJA	Harmful sexual behaviour area	Front line practitioners and managers in Youth Justice, Education and Social Services settings have been increasingly asking for guidance on how to understand and risk assess the sexual behaviours of adolescents with autistic spectrum disorders(ASD).The consensus within literature is there is no comprehensive knowledge base combining both these subjects
WHSCT	Decision making in Adult Safeguarding	Under researched area <ul style="list-style-type: none"> <li>• How decisions are made</li> <li>• How referrals are categorised</li> <li>• Thresholds</li> <li>• Decisions on service provision</li> </ul>
SHSCT	Adult safeguarding	Outcomes of interventions for adult safeguarding
NHSCT	Social work meeting with frontline childcare teams and messages for workforce planning	High level of turnover within family support and intervention teams

Belfast Trust	Children's participation in Child Protection Case Conferences. How to optimise children including young children's contribution to and participation in the outcomes of Child Protection Case Conference decision-making.	The engagement of children and young people in challenging and complex decision-making fora is a key practice and rights issue. How to optimise children's contribution and participation has significance for their understanding and capacity to assimilate decision-making.
	Building and supporting staff resilience	<p>To help support staff in a more proactive, evidence based way to stay healthy and be able to manage the real challenges and demands of the professional social worker on 2017 and beyond</p> <p>(2 Staff who participated on the Research Methods Programme at UU has just completed Research on team resilience one person currently commencing research on emotional intelligence. Both these pieces of work will/can contribute to building and maintaining the evidence bases and practice of resilience of Social work staff in the Trust)</p>
HSCB	Evaluation of most effective social work interventions that facilitate an individual's move to recover/regain their capacity to keep themselves safe from harm through abuse neglect or exploitation	Research and practice to date have placed an appropriate but significant emphasis on the identification and positive management of risk. There is a need to support practitioners

		<p>to engage in social work interventions that lead to an enhancement of an individual's capacity to keep themselves safe from harm through neglect, abuse or exploitation ie which social work interventions are most effective in moving to a recovery approach to adult safeguarding?</p>
<p>HSCB</p>	<p>Think Family - Qualitative research relating to the Champions Model</p>	<p>All of the Think FamilyNI workplan areas relating to research and evaluation have been identified except for qualitative research relating to the Champions Model.</p> <p>All five Trusts have been developing this model as part of phase 2 of Think Family following implementation of the champions Model in 2009. Regular feedback highlights benefits within Adult Mental Health and Children's services. Covers a broad range of professional staff from SW, Nursing, HV AHP and Psychiatry. Formal research would give evidence the uptake throughout H&amp;SC and explore the benefits to family focused practice and the difference it makes to recovery when parental mental health exists in families</p>



Plus other agencies

**Responses compiled September 2017**

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