

Experiential understanding of factors impacting the provision of behaviour support for clients living or using service system

Supporting people with Intellectual Disability – a self reflection

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**Family &
Community Services**
Ageing, Disability & Home Care

Personnel reflections

- Considerations, directions and work undertaken to gain a better understanding of Service Factors that impact upon the provision of behaviour support for people with Intellectual Disability.
- How a number of distinct Statewide Behaviour Intervention Service (SBIS) initiatives contributed in progressing this work.



Information sources

Given this is largely a personal reflection of work carried out in the last 5 years – information sources echo private notes, working documents, meeting minutes, diary entries, etc.

Background

- The Statewide Behaviour Intervention Service (Statewide BIS) is a specialist clinical service within the Office of the Senior Practitioner, Ageing, Disability & Home Care (ADHC), Department of Family & Community Services
- This service promotes best practice in behaviour support and enhances the quality of outcomes for people with a disability across the state by:

Undertaking research and practice development, providing capacity building opportunities across the sector, and providing clinical and systemic support.

Background – Cont.

- We have the opportunity to work with ADHC, NGO and other government support systems across NSW
- There has been an increasing awareness by us as well as service providers, managers, practitioners that endemic factors may be contributing to the effectiveness of behaviour support strategies, and
- We have seen an increase in referral rates for undertaking Behaviour Support System reviews by ADHC and NGO service providers over the last 5 years

Natural curiosity over

- What really is a behaviour support system – is there even broad consensus over this?
- What service features (in essence service factors) really contribute to good provision of behaviour support?
- The level of insight service providers generally possess regarding the importance of service factors in behaviour support?
- What linkages are there between service reviews and person-centered development?
- What role should the reviewer take – one of a practitioner? An auditor? Are there inherent biases?

I'd like also to `comment on

- How our practice approach evolved over time
- How we went about defining key service and systemic factors
- How we go about undertaking service reviews today – what's changed over time
- What have we learned so far by undertaking these reviews
- The possible benefits this work might yield
- What might be some next steps

Impressions

- In some situations, despite the amount of good clinical work - some practitioners report a sense of “stuckness” and see factors outside their influence inhibiting the provision of good behaviour support.
- In some cases where the quality of service systems have been measured (key performance indicators viz-a-viz QSF₂) a high scoring service system is not necessarily associated with high client well-being.

And...

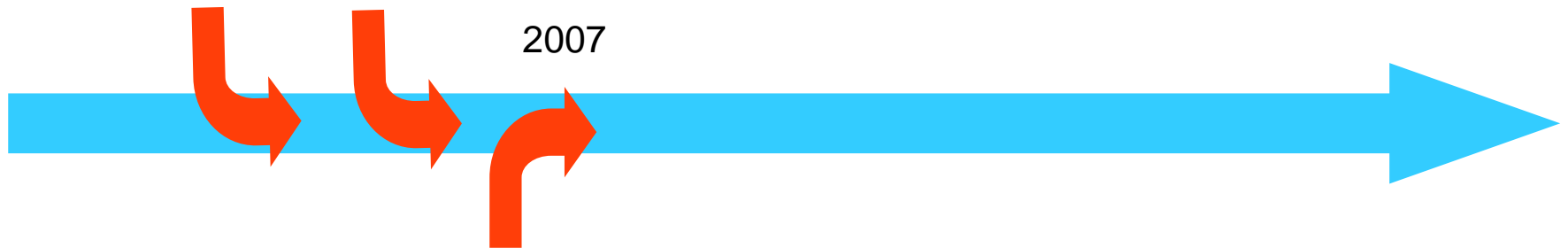
- Even when Behaviour Support Plans are technically sound and well-designed, they may be poorly implemented, not adhered to over time or suffer from the effect of a number of other service factors³.
- There is a growing body of literature regarding the proficient implementation of and adherence to Behaviour Support Plans which stress the importance of service factors such as training, staff attitudes, resource availability, etc.⁴

3. Alberto, Paul A. & Troutman, Anne C. 8th edition, Merrill Publishing, Columbus, Ohio, 2009.

4. xxx

The evolution of a practice approach

- Client appraisals
- Service reviews



I become curious about:

- Consistency of methods – is this important?
- Family versus managed services?
- What's important and what should we look for?
- Who should do this work?
- How to communicate issues?
- How do others in the sector do this?
- etc.

We needed to establish a substrate containing service and systemic factors

In the way of a working definition

- We proposed that a “***Behaviour Support System***” is policies, processes, tools, people and other factors as well as the interactions between these as they relate to the provision of behaviour support for people with an intellectual disability.
- A Behaviour Support Systems *review* is the process of examining, analysing and offering opinion on the capability and capacity of a Service System to deliver behaviour support services to people with an intellectual disability.

Where we started...

Many of us have a strong background in Applied Behaviour Analysis and a good understanding of work such as La Vigna et al⁵, Periodic Service Review (PSR). I saw the PSR as a tool allowing services to define provider-specific quality metrics (scoresheets) which can then be used to measure performance against.

We become interested in reviewing the availability of work undertaken by others that:

- might of identified a more general set of service factors, and how (if) they were used to enhance behaviour support.

4. La Vigna et al., 1994, Periodic Service Review: A Total Quality Assurance System for Human Services and Education.
5. Xxx
6. xxx

What we needed...

- A method that can inform “**what data to collect**”, and “**how to collect it**”
- A tool that avoided the use of checklists or questionnaires as the main method of data collection.

Other

- Methods to help identify underlying root causes (themes) rather than symptoms.
- Promote transparency, objectivity, and system-wide participation in the process.
- Other

Other works

- There isn't a large body of work, and, in particular that dealing with service factors was/is scant.
- Some influences

Baum & Lynggaard⁷ in their work in Systemic theory,

Rhodes⁸ dealing with Behavioural and family systems, and

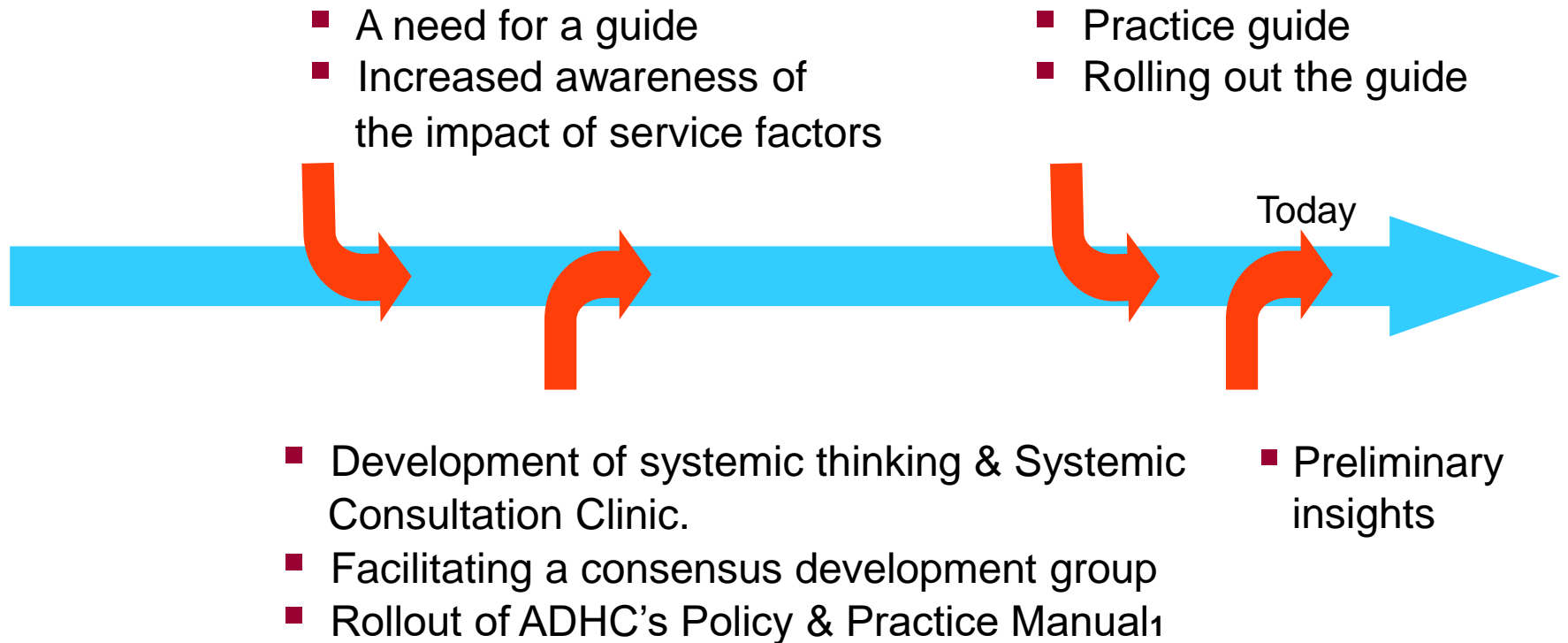
Glaser⁹, et al, Grounded and Emergent theory.

7. Baum, S & Lynggaard, H. (Eds.). (2006) London, Karnac.

8. Rhodes, P. (2003). Behavioural and Family Systems Intervention in Developmental Disability: Towards a contemporary and integrative approach. *Journal of Intellectual & Developmental Disability*, 28 (1), 51-64.

9. Glaser BG, Strauss A. *Discovery of Grounded Theory. Strategies for Qualitative Research*. Sociology Press, 1967 *Educational Research Journal*, 32, 6, 767-795.

The evolution of a practice approach



The evolution of a practice approach

2007

Today

Systemic Consultation Clinic

Systemic thinking
Family therapy
Systemic Consultation^{13, 14}

Systemic Hypothesising¹⁰
Understanding Complex Cases^{11, 12}

Development of a practice guide & generating insights

Development
consensus group

Development
consensus group

Less structured reviews

10. Paul Rhodes, Lesley Whatson, Lucinda Mora, Anders Hansson, Kate Brearley and Jack Dikian
Systemic Hypothesising for Challenging Behaviour in Intellectual Disabilities: A Reflecting Team Approach
Australian and New Zealand Journal of Family Therapy / Volume32 / Issue01 / March 2011, pp 70-82
11. Paul Rhodes, Lesley Whatson, Lucinda Mora, Anders Hansson, Kate Brearley and Jack Dikian
Beyond the Impasse? Systemic Consultation and Understanding Complex Cases, Journal of Applied research
in Intellectual disability (pending publication)
12. Investigation of the experiences of clinicians involved in a tertiary referral program for behavioural intervention
Lesley Whatson, Kate Brearley, Jack Dikian, Anders Hansson, Lucinda Mora & Tanya Franic (pending publication)
13. **Systemic Consultation: An Evolving Process**, Lucinda Mora, Jack Dikian, Anders Hansson, Lesley Whatson
Kate Brearley, Paul Rhodes, Conjoint Senior Lecturer, Clinical Psychology Unit, Sydney University, Australia, ASSID, 2008
14. Systemic thinking – beyond a mediator analysis, Jack Dikian & Lesley Whatson, **PsyDD 2007**

The 2 parts of service factors – Service Components (what data to collect...)

Service components include all the operational and procedural components in a Service System that may have an impact on behaviour support delivery.

We identified 17 service components which include:

- Behaviour support
- Policy, processes and procedures
- Knowledge, experience and staff development
- Team values and beliefs
- Roles and responsibilities
- Staff stressors
- ...

The 2 parts of service factors - Systemic

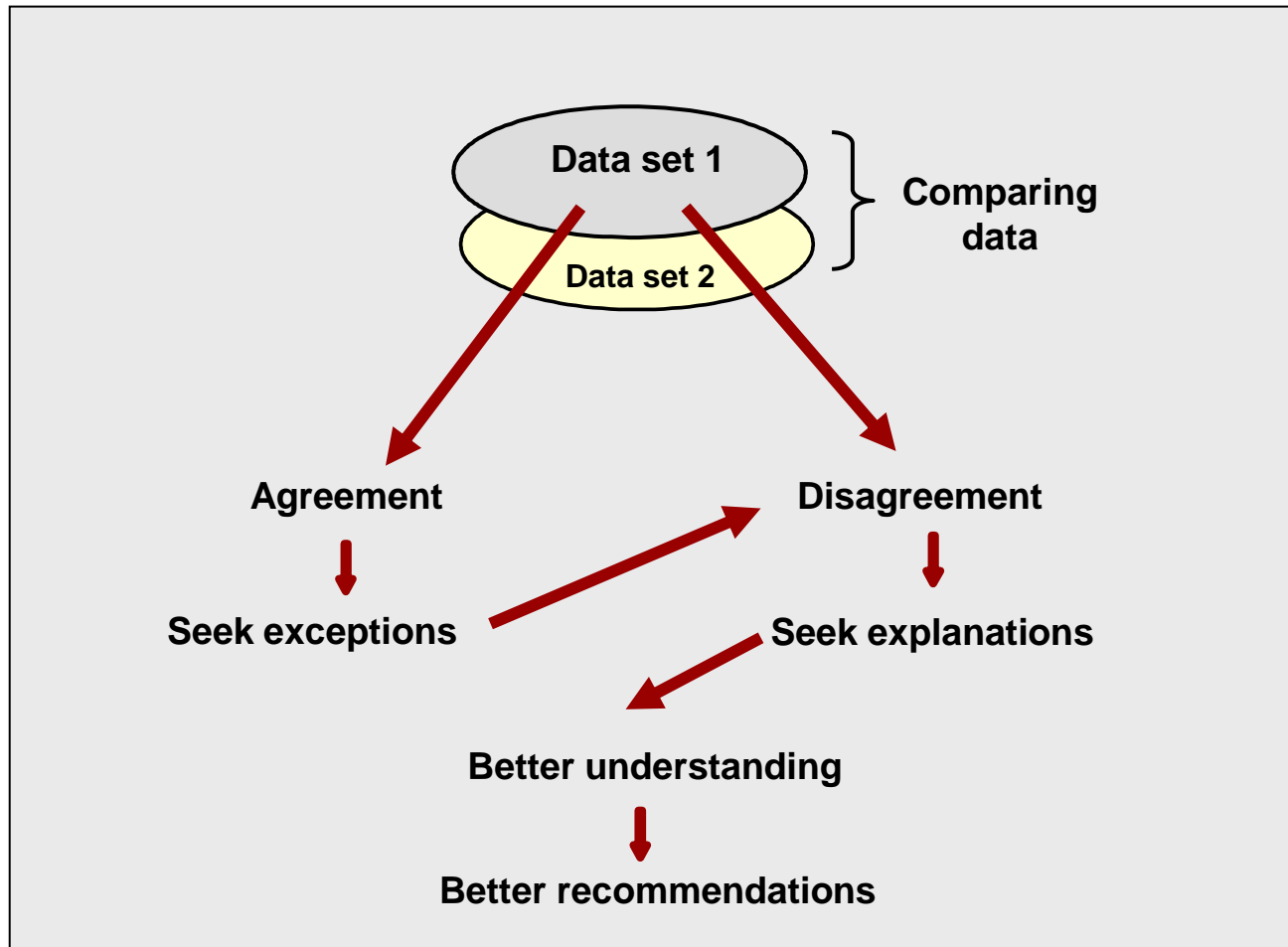
Systemic components are informed by the influence of systems theory which places focus on how the constituents of a service that is being studied interact with each other.

We have identified 6 systemic components which include:

- Systemic empathy and focus
- Motivation for change
- Conflict management
- Blaming or labelling service users
- Power differentials
- Resources

How we collect and make sense of information

Constant comparison of gathered information is key to this process...



Learning's

- Importance of using this process for the right reasons
- Spending more time upfront dealing with scope, approach and expectations
- Sharing insights as they become apparent – no surprises in the final report
- Ensuring transparency throughout the process
- Acknowledging the strengths within the service system
- Importance of a balanced view
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Learning's...

- The level of insight service providers generally possess regarding the importance of service factors in behaviour support?

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- What linkages are there between service reviews and person-centered development?

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- What role should the reviewer take – one of a practitioner? Are there biases?

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Benefits of this work

- Ensure consistency of use
- Service system management & staff involved in the process
- Supports transparency throughout the process
- Focuses on root causes instead of symptoms
- Ability to provide insight into common systems-related issues
- Influence the efficacy of behaviour support service provision