

Reshaping Penumbra



How developing a personal outcomes tool led to the reshaping of Penumbra.

Nigel Henderson
Chief Executive

Penumbra

- Established in 1985
- Significant provider of person-centred social care services for people with mental health problems
- Employs 400 people in 35 locations.
- Supports over 1000 adults and young people each week.
- Turnover of £9.5 million
- Works in 16 local authority areas
- Significant history of innovation

Vision

Penumbra envisages a society where people with mental health problems expect recovery and are accepted, supported and have the resources to fulfil their potential.

Values

- People can and do recover from mental ill health.
- People have equal human value regardless of their situation or ability and have the right to dignity, respect, privacy and choice.
- People should be enabled to exercise control over their own lives by means of real choice.
- Penumbra's services should provide person centred support on an ordinary scale wherever possible.

Recovery

Recovery is a way of living a satisfying, hopeful and contributing life, even with limitations caused by (mental) illness

(W Anthony, Boston University)

Recovery



Recovery isn't waiting for the storm to pass.....
It's learning to dance in the rain.....

What we did

- Asked the ‘so what?’ question.
- Worked with Intrelate to create a web based client database and recovery tool.
- Developed outcome indicators and questionnaire.
- Tested with over 40 service users.
- Launched first I-ROC internally in 2010.
- Developed first HOPE toolkit.
- Over 4000 people now on database.

Validation

- Knowledge Transfer Partnership (KTP) with University of Abertay, Dundee
- Tested reliability and validity of I-ROC compared with 2 established recovery measures
- 175 services users took part in research and focus groups
- Results peer reviewed and published in Academic Journals
- Research Conferences
- Launched revised I.ROC in 2012

Model for Improving Wellbeing



home

a safe and secure place to live

opportunity

to pursue meaningful leisure, recreation, education and work possibilities

people

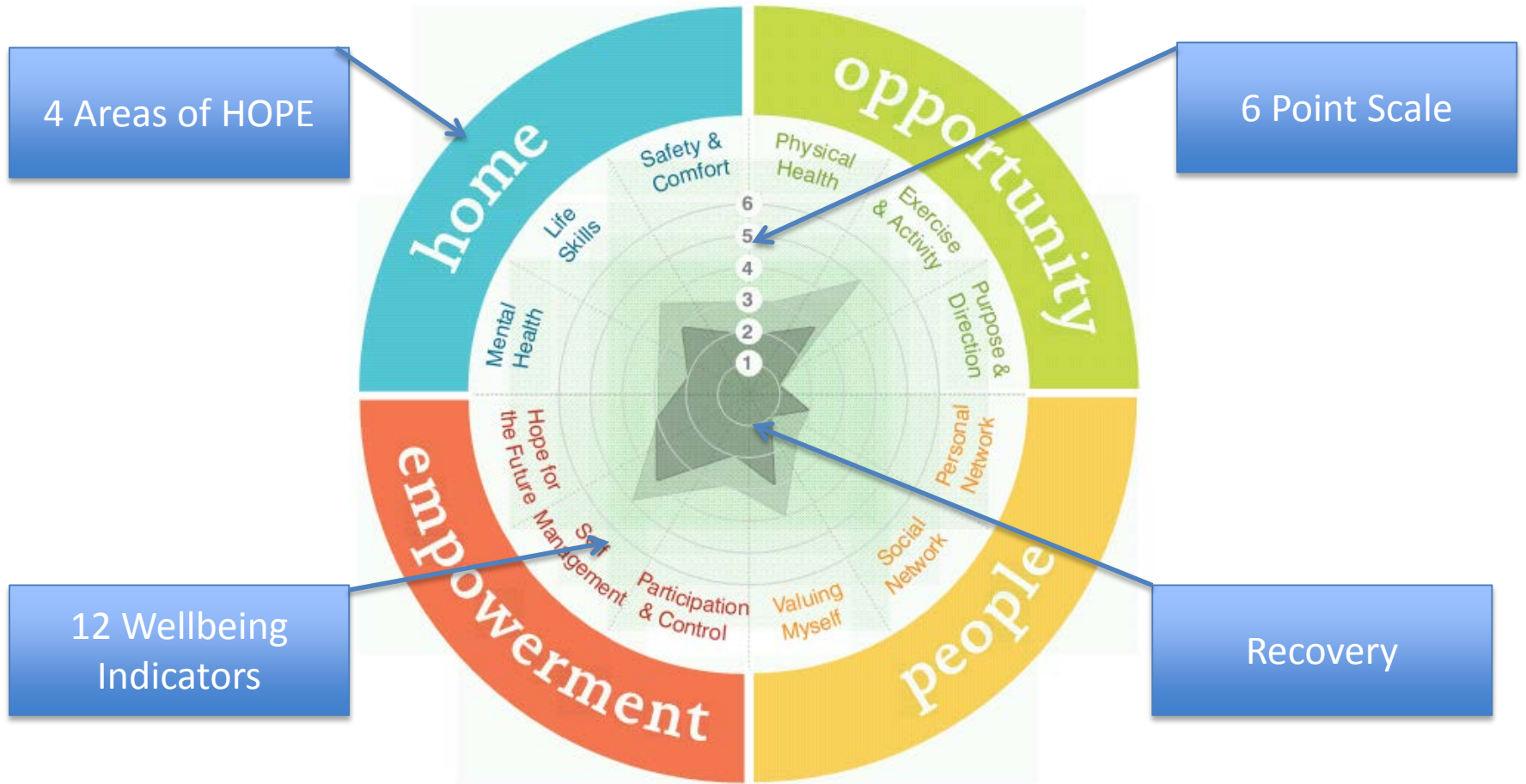
as friends, confidantes and supporters

empowerment

fully involved in decisions affecting own life



I.ROC - Measuring Wellbeing



Questionnaire

empowerment self-management

- Taking Control
- Caring for Yourself
- Making Decisions
- Managing Medication
- You are the expert of your own wellbeing
- Taking Responsibility
- Crisis Plan

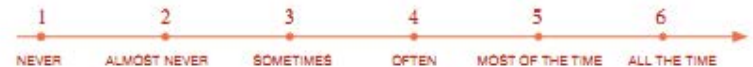
EXPERT →



I·ROC

empowerment self-management

In the past 3 months...
How often have you felt in control and able to manage your life?



Guidance

16

home mental health

In the past 3 months...
How often have you felt mentally & emotionally healthy, happy and well?

Mental Health relates to the balance of our physical, emotional, social and spiritual needs: emotions, feelings, optimism, attention, thoughts, beliefs and sense of well-being.

! Please be aware that reflecting on this can be distressing. Please be sensitive when asking the question.

Q In order to help someone think about this question, think about the areas mentioned above and perhaps ask some of the following questions:

- How would you say your general mood has been?
- Have you been worrying a lot about things?
- Have you felt uptight and anxious?
- Are you able to concentrate on things?
- Have you been feeling good about yourself?
- Have you felt able to try something new?
- How have you been sleeping ok?
- Have you been able to look forward to things?

Q+ If you know the person well you can ask specifically about areas that you know are particularly affected by changes (+ve or -ve) in their mental health e.g. diet, sleep, thoughts, going out, smoking, drinking, self-harm.

The comments box can be used to note:

- Reasons for score
- Evidence of Progress/Achievements
- Significant Events
- Any thoughts, reflections

hope TOOLKIT Refer to the HOPE™ Toolkit for tools and resources that can help in the area of **Mental Health** such as WRAP, mood map, first aid box, tips for +ve mental health.

I•ROC



Toolkit



Personal
Planning Tools



Well-Being
Tips



Resource Links





Mr Harry Potter

ID	2002910	Date of Birth	23/08/1978	Service Start Date	22/12/2010
Address	23 High Street	Age	32	Next Review Date	23/03/2011
City/Town	Kirkcaldy	Age Group		Current Status	Into Service
Post Code	KY33 9II	NI Number			Print Summary
Tel No.	01383 887 898	Key Worker	Other		Details
Mobile No.		Key Worker Name	Sophie Carmichael		
Email Address		Cost Centre	Demo 1		
Preferred Contact Method	No Home Contact	Penumbra Area	East Central		
		LA Sub-Area	Fife Council		

- Details
- Photo
- Addresses
- Contacts
- Service Records**
- Activities
- Incidents/Accidents

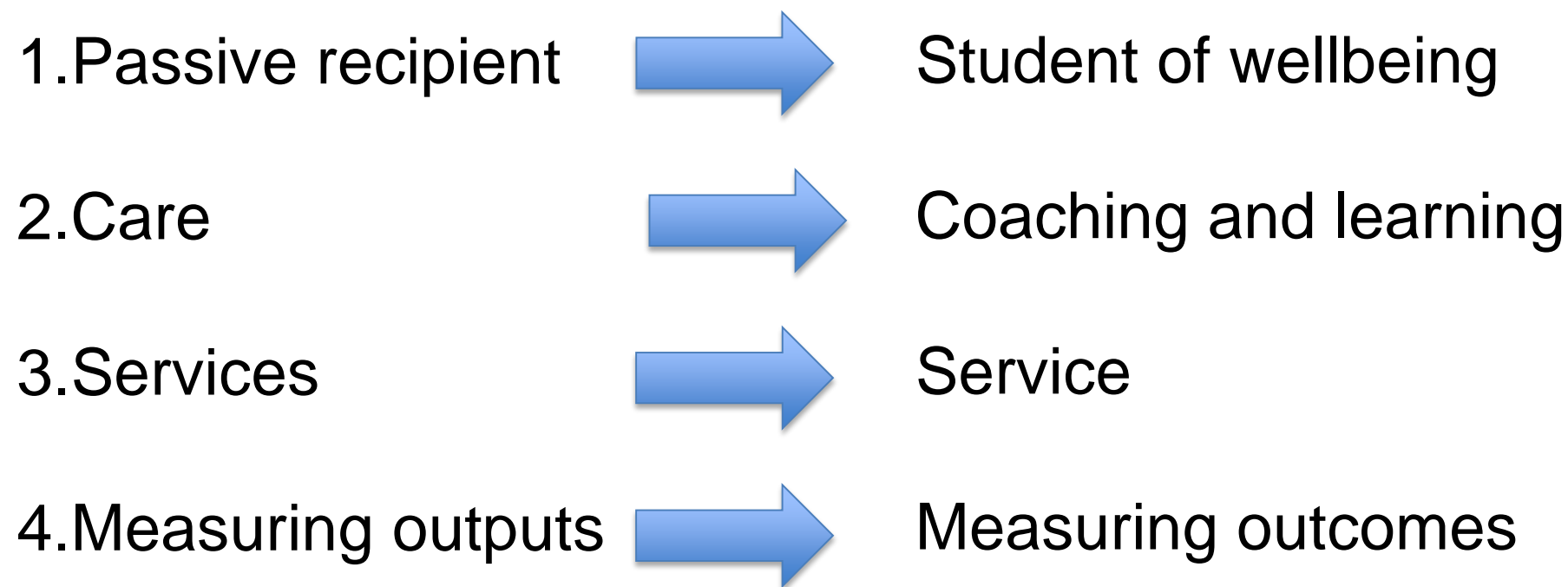
1 Record. [Add New](#)

Referral Date	Referred By	Cost Centre	Service Start Date	Service End Date	Location
12/12/2010	Self	X99 - Demo 1	22/12/2010		

Leading Change



Four Key Changes/Shifts



Change 1 - *students of wellbeing*

- Held Regional Roadshows.
- Established a self directed support 'champions' group who developed a DVD, held events and developed information leaflets.
- Developed the revised HOPE toolkit with '*tools, tips and techniques*' to ensure person centred plans and actions.
- Opportunities for people with lived experience to become facilitators or peer support workers.

Change 2- *coaching and learning*

- Developed a new competency framework for all staff.
- Created new roles - *Recovery Worker, Recovery Practitioner*, which gives staff a career structure.
- Restructuring of frontline staff into accountable, autonomous small teams (3-4 people), led by a Recovery practitioner.
- Training in coaching techniques.
- Created and developed Peer Support Worker roles. (26 posts in Penumbra out of 36 across Scotland)

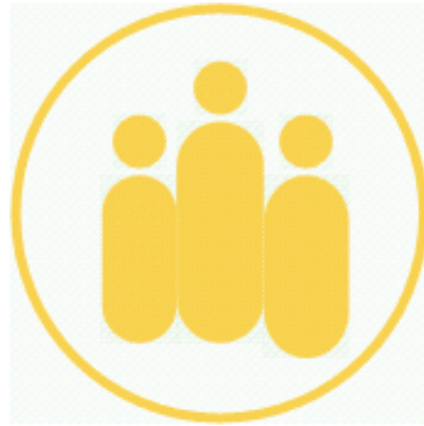
Change 3- *service*

- Cultural shift from *'wholesale to retail'*
- Developed a menu of services and activities e.g NOVA service and powwows (workshops on wellbeing)
- Template developed for outcome focused personalised support plans
- Provided 24 hour leadership retreats for all managers. (*Reflect/Refocus/Recharge*)
- Developing training in 'customer service'.

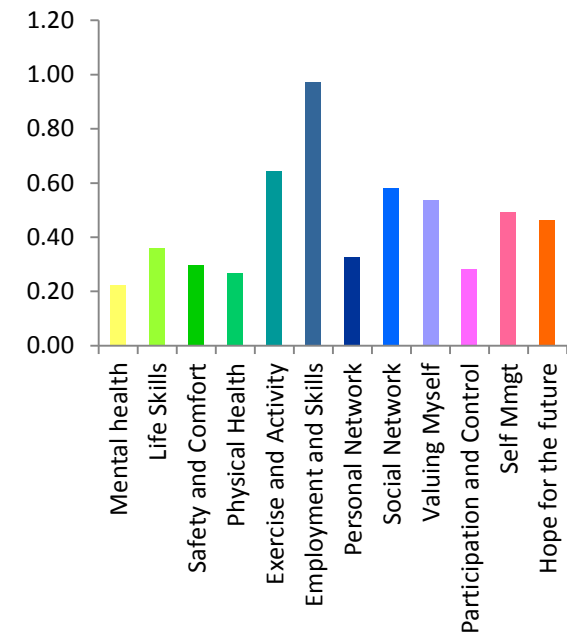
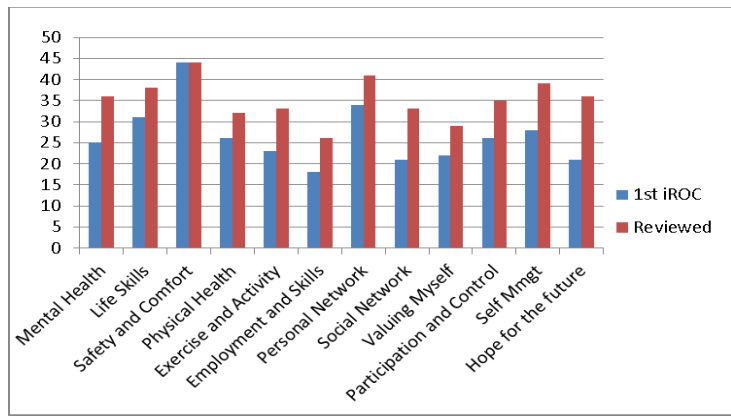
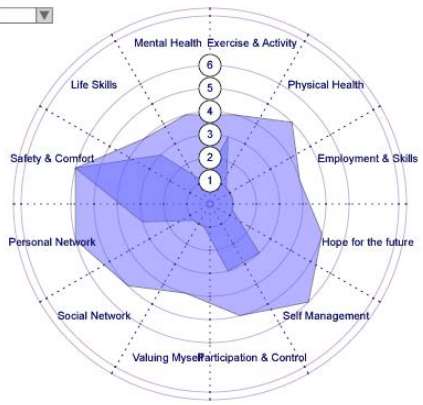
Change 4- *measuring outcomes*

- Developed and validated I.ROC with service users and staff.
- Delivered I.ROC and HOPE training to all staff.
- Further pilots being developed to test I.ROC in other settings e.g. older peoples services and a CMHT.
- Partnerships with other organisations who are now using I.ROC helps build the evidence base.

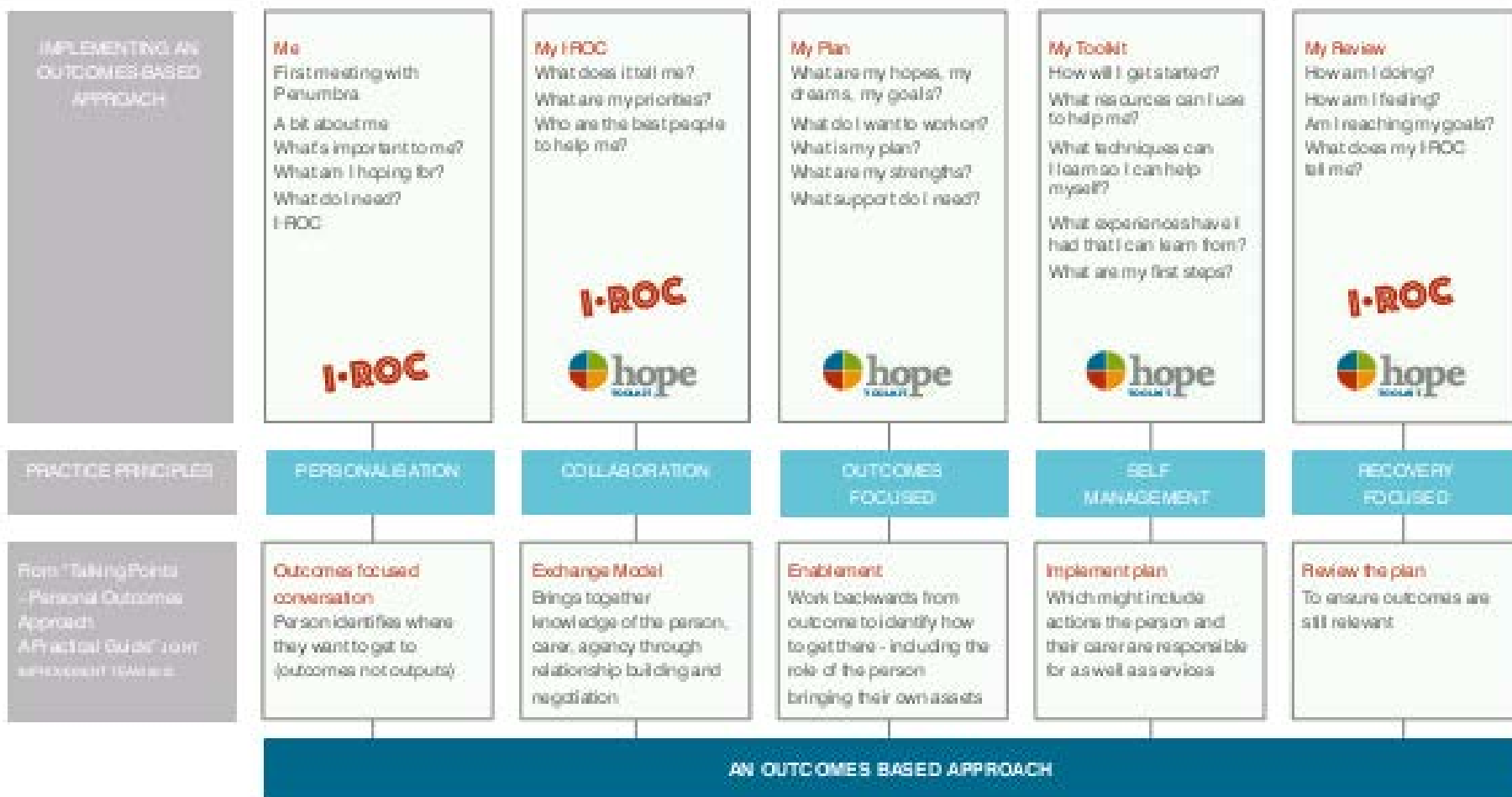
Individual/Service/Organisation Results



07/02/2011



Outcomes Based Approach



Conclusions

- We are on a journey.
- We know where we are going.
- We have methods to measure progress.
- We have a dynamic, outcomes oriented framework.
- We have created energy and excitement.
- We can provide continuity without uniformity.

We provide *Hopeful* support

‘One of the most important things was that the staff were able to hold the hope for me when I was unable to hold it for myself’



Thanks for listening

Contact details: Nigel Henderson

t. 0131 475 2380

e. nigel.henderson@penumbra.org.uk

Twitter: @sogalo

Web: www.penumbra.org.uk

I•ROC



penumbra