



## Organisation-wide implementation in Halmstad

Socialförvaltningen i Halmstads kommun 

### Halmstad local authority

- Situated on the south west coast of Sweden
- 100 000 residents
- The social services in Halmstad ca 1000 staff



### The start of Project FIT (Feedback Informed Treatment)

Evidence Based Practice (EBP)

Transparency and dialogue within the organisation

Empowering and engaging our clients and consumers

### The Implementation plan for FIT

- Goals
- An external expert
- An implementation plan
- Support from politics and organisational leadership
- Finances and long term commitments
- A steering committee
- Superusers
- Pilot groups
- Roles and responsibilities
- Education and supervision
- Documents restricting the handling of data
- Reimbursing for costs of substituting staff
- Yearly evaluations of the implementation process

**We were set for success!**



### Summary of main achievements

- Pro-longed commitment from politics and management.
- Feedback is on the agenda on all levels of the organization.
- Good completion rate
- Significant changes in practice, especially in the one-to-one approach and communication with service users, but also among leaders and in management.
- A clear focus on engaging the service user and empowering them to fully contribute in all aspects of the process and actively influence decisions that affect their lives.
- Services similar to therapeutic treatment in structure has more easily adapted the model and has also had the strongest outcomes in the evaluation.

### 1. The best made plans...

- Choosing the pilots
- People change jobs
- Evaluation and analysis



### The matter of trust

Trust is not built on what we say as much as on what we do.



### Start by picking the lowest hanging fruit

The first pilots should be the ones most likely to succeed, because one of their most important tasks is to make way for the first followers



### The Mandated Pilots...



If possible, avoid mandated pilots at least in the beginning.

### The Drop-outs...

Make sure to make follow-ups.

The drop-out has something to tell you about why they are leaving.

The group also needs a new plan for how to work with feedback in the future.



### Pilot groups – cognitive disabilities

- Grouphomes
- Housing support
- Personal assistance



### Experiences



Positive experience with systematic and regular talks

Specific problems in the subjects day-to-day experience have been detected

Simple and perspicuous graphs, good to use as a 'conversation piece'

Increasing insight of the importance of asking the subjects of their thoughts and perceptions on treatment and appropriate working methods.

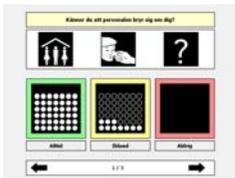
## Experiences

- The scales are suboptimal to use on clients with major cognitive disabilities
- In particular, ORS is insufficient when the service is of a more practical character
- ORS is hard to apply when it comes to long term services

## When the shoes doesn't FIT

## In search of alternative methods

Pictostat



Talking Mats



## Family counseling with couples and FIT

**FROM ENTHUSIASM → TO COMMITMENT**

Implementing feedback informed work and FIT as a tool for enhancement and development in a unit.



## The unit in a context

**Family counseling unit**

**Children and Youth department** in project from 2013

Pilot groups  
Oversight group (managers/leaders and method developer)  
Superusers

A question of culture 

## Conditions

|                         | Soft values   | Hard values   |
|-------------------------|---|---|
| <b>INDIVIDUAL TOOLS</b> | Develop ability to create dialogue<br><br>Work on not defending<br><br>Want to seek blind spots | Method to systematically listen to clients views<br><br>Method of following the treatment work, if the work is useful |
| <b>SYSTEM FEATURES</b>  | Organizational climate that emphasizes learning, shared power, dialogues, openness              | Clear purpose<br>Resources for example:<br>Time to explore and try  |

### Family counseling couples From Enthusiasm to Commitment

Beginning of 2000s Inspiration, enthusiasm, networking

→

2018 commitment and full implementation

Enhancement tool **individual level**

Developmental tool **system level**



### What is the difference?

Enthusiasm → commitment

My feelings

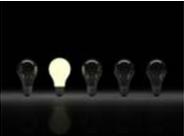
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Awareness about what to do to make it happen, awareness about culture

Genuine interest in the other person

A conscious shift of power

Open dialogue- ask and stay open for answers



### Challenges

Which are the challenges?

Individual level

System level



### Discoveries

Systematic feedback informed work:

- We were told what we could not guess
- Often better alliance with one of the two
- Sometimes no one in the couple committed to work with the relationship
- FIT helped us and the couple to clarify the situation



### From our client perspective to client perspective

"We are very helpful " (OUR CLIENT PERSPECTIVE) →

"How can we improve our work when we know this? " (CLIENT PERSPECTIVE)

Why did not the challenges become superstitious?

Individual level

System level



To sum it all up...



**Thank you !**