

EVIDENCE BASED FRAMEWORKS FOR IMPROVING QUALITY OF RESIDENTIAL SUPPORT

DR TONY LEVITAN

CLINICAL PSYCHOLOGIST



Feeling at Home

FUNDED BY

NIHR

National Institute
for Health Research

BACKGROUND

- An estimated 44% of adults with intellectual disabilities known to social services live in registered care homes or supported accommodation (Hatton et al, 2016).
- Community living, can lead to positive outcomes for people and can be cost effective in comparison to institutional models of care (Felce, 2017).
- But the quality of services varies significantly (Emerson & Hatton, 1994; Naylor & Magnusson, 2020).
- Evidence based practices are not widespread and have been difficult to embed and maintain in services (Bigby, Bould & Beadle-Brown, 2017; Hassiotis et al 2018).
- Weak implementation? (Mansell, 2006; Denne et al., 2020)



This Photo by Unknown Author is licensed under [CC BY-NC-ND](#)

IMPLEMENTATION SCIENCE

“the scientific study of methods to promote the systematic uptake of research findings and other evidence-based practices into routine practice, and, hence, to improve the quality and effectiveness of health services”

(Eccles & Mittman, 2006).

Micro Level	Patients
	Organizational culture and climate
	Organizational readiness to change
	Organizational support
	Organizational structures
Macro Level	Wider environment
Multiple Levels	Social relations and support
	Financial resources
	Leadership
	Time availability
	Feedback
	Physical environment

Domains of Implementation Context, Nilsen & Bernhardsson(2019)

MICRO LEVEL - CULTURE

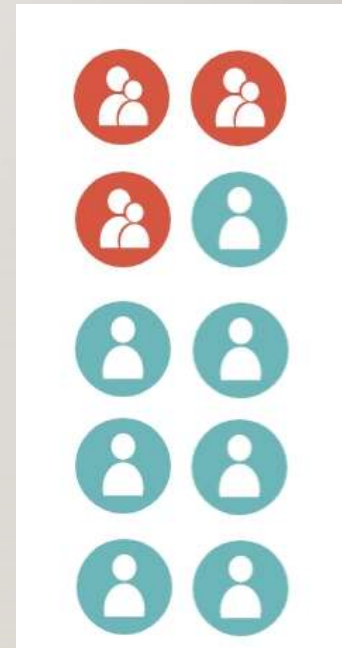
- Positive cultures (Bigby & Beadle-Brown, 2016)
 - Staff and managers values align - “Vision and mission are exactly what we live to” v.s. “We’re not going to do it that way”
 - Regard for residents – “like us” v.s “not like us”
 - Perceived purpose – “it’s her choice” v.s. “we look after them”
 - Working practices – “the guys come first, no matter what” v.s. “get it done so we can sit down”
 - Orientation to change and ideas – “lets face it everyone can improve” v.s. “yes, but”
- Aspects of group home culture, such as **effective team leadership, alignment of values** and **purpose** predicts community engagement and activities within the home (Humphreys et al 2020)

MICRO LEVEL - ORGANISATIONAL SUPPORT & STRUCTURES

- Providers managing a lower number of homes
- Homes not housing more than 6 residents
- Compatibility of co-residents
- Separating operational and practice roles
- Staff training (Bigby et al 2020; Macdonald, et al 2018)

MACRO LEVEL - WIDER ENVIRONMENT

- Social care workforce
- High level of staff turn over in the social care workforce in intellectual disabilities.
- 26% of providers have staff turnover rates of 30% and over.
- In a group home of four people requiring 20 staff this means a change of 6 staff per year.
- Emotional impact for residents and impact on training and costs for organisations (Stevens et al 2021; McKenzie et al, 2021).

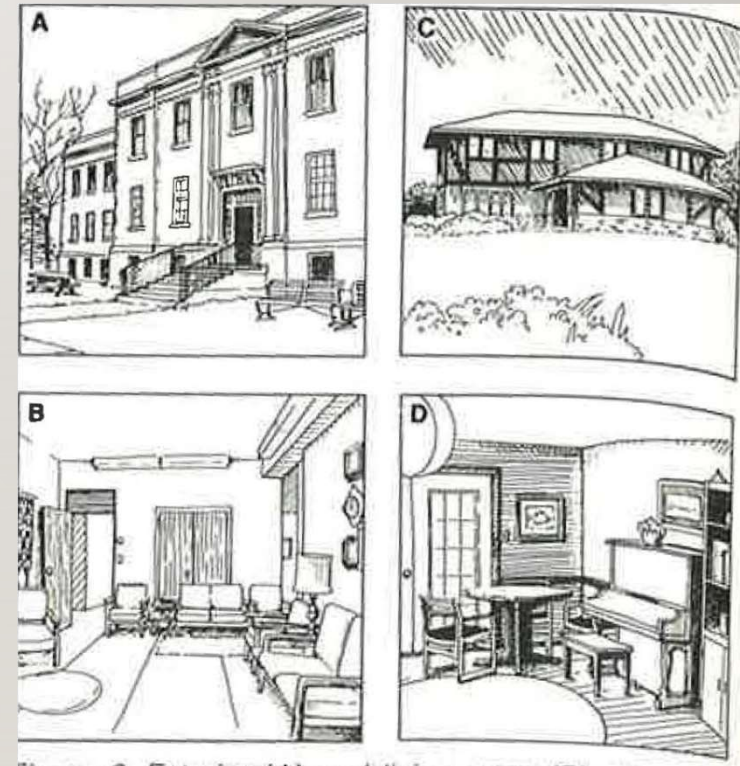


MULTIPLE LEVELS - LEADERSHIP

- Practice leadership
 - overall focus on the quality of life of the people supported
 - allocating and organising staff to provide the support people need
 - coaching, observing, modelling and giving feedback to shape up the quality of staff support
 - reviewing the quality of support in supervision and team meetings
- Linked to the implementation of Active Support and activities within the home (Bigby et al 2014; Bould et al 2018) and staff job satisfaction (Deveaux & McGill, 2016)
- Organisational commitment to Practice leadership

MULTIPLE LEVELS - PHYSICAL ENVIRONMENT

- Decoration, personalisation, character, staff and resident perceptions of spaces can influence the type of activities and interactions e.g. which spaces are seen as public and which as private (Olin & Jansson, 2008).
- More homelike (less institutional looking) buildings have been linked to more interactions with staff and activities in the community (Egli et al, 2002).
- Suggests that the physical environment may have an impact on group home culture, both as a work place and a home.



SUMMARY

- Common features are of importance to researchers and stakeholders in residential support
 - Structure and culture of the organisation
 - Staff turnover
 - leadership
 - Environment
- Suggests a need to target multiple levels of contexts.
- Whole systems approaches have only more recently been trailed. e.g. whole systems approaches and regional approaches have been developed (McGill et al, 2018; McKenzie et al 2021).
- However, much of the literature focuses on reducing challenging behaviour or implementing active support. less evidence relating to other important areas e.g. relationships, health, self determination. A narrow view of quality?
- Noticeable that outcomes rarely included the subjective experience of people with intellectual disabilities.