



The Three Conversations[®]

INTRODUCTION TO THE APPROACH

Partners4Change

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OVERVIEW

This document introduces how Three Conversations can bring about profound, measurable change in organisations.

P4C works with senior leadership's willingness to go against the grain of the current 'norm' and try something very different, with open curiosity about what happens when work is done differently. P4C brings a commitment to co-designing solutions with partners and new and better language to fit around a set of non-negotiable rules that ground the work done.

Innovation sites are set up to try out this new way of working, collecting data from the perspectives of people and families, staff, finance and 'performance', to help decide how to widen the approach across a department or organisation.

The benefits frequently include people waiting less, not being passed around, reporting being listened to by staff committed to help. Staff report being more motivated, work being more satisfying with more time spent with people and less on systems, more fully utilising and developing their skills and being able to manage workloads better. The aims of the Care Act start being more fully realised in the organisations using this approach. Time and money is saved as fewer people wait and fewer packages or increases to long term care are needed.

P4C believes that this work can bring hope to people and families as well as staff working in the sector. If the task is to bring listening, kindness and hope to people having a tough time then a whole system environment - not just an innovation site – needs to be created where that is the norm.



INTRODUCTION TO 3CS

Three Conversations is a means to enable a fundamental shift away from a focus on triage and screening, processing and assessments for services towards building an understanding of what really matters to people and working out how to assist them live their chosen lives, without prior assumptions about what 'help' might look like.

What's an Innovation Site ?

We work with organisations using 'innovation sites' that bring together interested practitioners into supportive, collaborative groups to 'learn by doing' this new way of working. We co-design these sites using our non-negotiable rules and innovators' own ideas for change. In these sites we take a cohort of people needing support out of the 'sorting office' and do the work very differently.

Innovation sites set up huddles where staff meet regularly to talk about people they are working with, ask for and offer help to each other and work out together what the right thing to do is. Innovation sites offer workers lots of autonomy together with much more accountability. They make decisions and stand by them, bringing in whoever they need to ensure that the decision is the right one.

What is Reflection ?

We join innovators in 'Reflection meetings' to consider how they're finding this way of working and to coach and support them in the right direction.

How does P4C Work with Partners ?

We learn together how to work more effectively. We bring people from all levels of the organisation into 'Making it Happen' meetings so we can all hear what's going on, what's changing and to look at evidence demonstrating the impact.

We help our partners work with related organisations across Health, Housing, the voluntary sector and beyond to re-define relationships around the people in our communities who need support. The expectation is collaboration, not an argument about who is responsible. We help bring partners in and hold them close, recognising the mutual benefits of working more closely together.

People are kept safe by close working with peers and partners who now refuse to simply pass people around the system for someone else to 'deal with'.

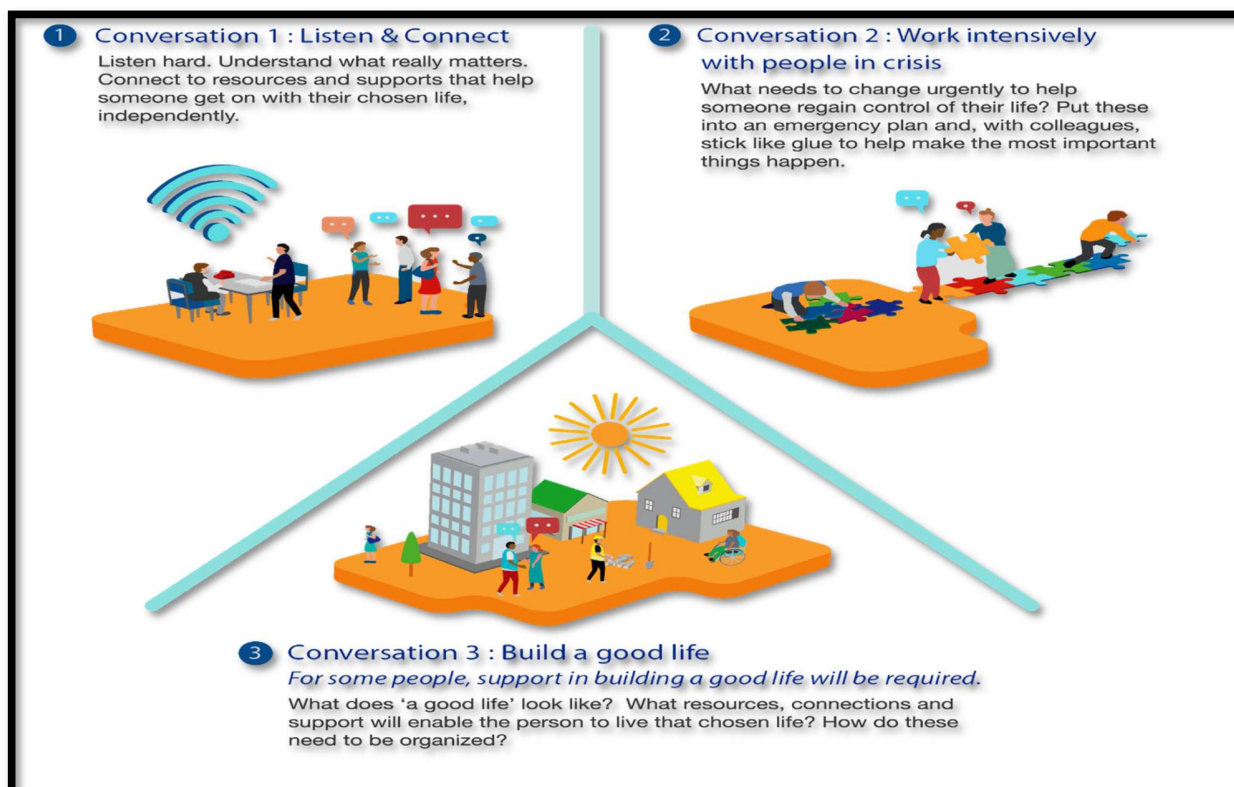
How does P4C Work with Leaders ?

We work with leaders who acknowledge the nature and depth of the problems facing their teams, who provide support but don't stand in the way of innovators discovering more effective ways of working. Innovators may temporarily work outside of traditional roles and structures, checking carefully to see if this works better before those changes are made for the longer term.

Why Does Language Matter ?

Our language needs to reflect our ethical commitment to social justice. So we encourage everyone to stop using words that de-humanise and no longer talk about 'service users' or 'cases',

'pathways' and 'journeys', 'allocation' and 'referrals', because we've learned that focusing on processing people rather than building good relationships with them doesn't work as well for anyone.



There's no more 'triaging', 'signposting' or sending people down pre-defined routes or onto waiting lists. Instead, people are responded to as quickly as possible and Conversation 1 is used to listen carefully to what matters most and to connect them to other people, organisations and support systems who can help them live their best lives. Innovators always check to make sure these connections work effectively.

Innovators use Conversation 2 when people's lives appear unstable or in crisis. They try and work out together what urgently needs to change to make tomorrow a better day than today and work out how to make this happen. There's no consideration of long term services, eligibility, or financial assessments at this point. Innovators work together, bringing in skills from other teams as required to form an emergency plan that they check is working, 'sticking to someone like glue' for a while and meeting the 'prevent, reduce, delay' requirements of the Care Act.

Conversation 3 is where people really need longer-term support to sustain a good life, to understand what this looks like to them and help get the support organised so they can live their best lives possible. This is where eligibility and financial issues are considered.

Care plans are no longer 'reviewed' – when innovators talk with someone they take stock of how their life is going (this is Care Act language!) and it's more about the person's wellbeing than their home care or care home – but of course they want to know how well or otherwise their support is helping them live their chosen life.

We find that if staff slow down, work more calmly and collaboratively, they actually get more work done. We believe this different way of working can have a measurable productivity gain in terms of staff being able to help more people, more effectively.

How Do We Know if It's Working?

We support Partners to evaluate the work by making sure that plans for people are made quickly and that the plans work for them. Innovation sites collect evidence every day (both qualitative and quantitative) to try and answer the question "Are we making things better?"

People and families are asked whether innovators made a difference and innovators keep checking with each other what's being learned. Partner organisations support their staff to be happier and more motivated which helps them better support the people and families who need help.

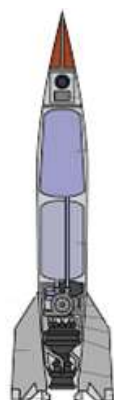
Partners get new insights that can flow to those able to influence the local care market by recognising more clearly what people and families need as they connect them to their local communities and organisations and help make their lives work better.

Our approach is built by forming strong relationships, sharing compelling data and many 'stories of difference' (short accounts of the people we've worked with and what's changed).

RULES

FOR INNOVATORS

- **We are not the experts** in people's lives – people and families are
- **Stop assessing/reviewing people for services** and start listening even more carefully to what matters – to gain real understanding (this what we believe the Care Act means by 'assessment').
- Always start conversations with the **assets and strengths** of people, families and communities
- We must know about the **neighbourhoods and communities** that people are living in
- Always **work collaboratively** with other members of the community support system
- **No hand-offs, no referrals, no triage or screening, no assumption of waiting lists**
- Always get the most from Conversations 1 and 2 before thinking about Conversation 3 and test your thinking out with colleagues first – **never have Conversation 3 with people you don't know**
- **Stick to people like glue during Conversation 2** – there is nothing more important than supporting someone to regain control of their life
- **Never plan long term in a crisis** - work at helping someone get through the crisis



IT'S NOT ROCKET SCIENCE

What we do isn't based on a 'model' or doing some 'restructuring' or 'business process engineering' and isn't a 'Total Operating Model'. We do have firm principles that deliver the results but they're not hard to grasp. They seem harder to deliver and sustain and that's why this report is intended to spell out what we've learned so far to assist our current and former partners to get the best from the approach, along with anyone else thinking about the way their organisation operates.