

BRIDGING THE GAP BETWEEN TRAINING AND ON THE JOB  
PERFORMANCE IN DELIVERING BETTER HOMECARE FOR  
OLDER PEOPLE

(EMPHASIZING ON ENABLEMENT AND PREVENTION IN  
HOMECARE)

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# Project Overview

This project focuses on how to translate training into on the job performance in homecare, particularly in enablement and prevention. The objective is to boost confidence and competence among staff, establish a well defined organizational culture, and for our service users to regain independence at home. This is to directly address the principles of home care, enablement, and promoting independence, particularly for older people. It aligns with the NICE Quick Guide: Better Home Care for Older People.

*(Delivering Personal Care and Practical Support to Older People Living in Their Own Homes)* (NG21, 2022).

# Change Management Theory

## ADKAR Change Management Model by Jeff Hiatt

The **ADKAR** Change Management Model put forward five (5) stages in the change management process. It is an acronym and it is broken down below on how it fulfils the goals of bridging gaps between training and on the job performance and in this case enablement and prevention practice.

- **Awareness:** Both staff and management recognized the need to promote independence living of our service users and the need to link training to practice.
- **Desire:** There is also motivation to improve competence, organizational culture and to help service users regain independence based on the awareness.
- **Knowledge:** To give real life knowledge to staff through HCPA Enablement and Prevention Training sessions.
- **Ability:** Reflective Practice meetings supervision sessions held to share lessons learnt during practice.
- **Reinforcement:** The change included an ongoing feedback and reflection, monthly champions celebration, enablement and prevention built into the KPIs of Appraisal for sustainability

# Project Management Lifecycle

This project followed four key stages of the Project Management Lifecycle.

## Project Initiation

- **Scope:** this scope of this project is to strengthen the bridge gaps between training and enablement practice. To archive this goals Specific, Measurable, Archivable, Relevant and Time bound goals were set to:
  - Raise staff confidence and competence level by 80% in 6 months
  - Raise confidence and involvement level by 60% in 6 months
- **Resources:** Time reallocated to suite Rota and transportation to HCPA Centre.
- **Team:** We used 29 members with specific contributions.
- **Stakeholders:** 3 Monthly meeting service user families for feedbacks.
- **Proposal:** Clear objectives were set, risks identified, milestones in place to check progress, and evaluation plan to measure successes.

## Project Team

**The following member were put in place to see the achievement of this project,**

- Project Lead (Me)** – I managed delivery, evaluation, organize data collection and monitor performance
- Senior Care Worker** – assessed service users needs and ability, mentor and guide care workers and feedback in practice
- Reflective Practice Officer** – Organized and trained in reflective sessions, encourage and guide staff in documenting progress and helped to staff to identify areas for improvement
- Service Manager (sponsor)** – She oversaw quality assurance and aligned changes with strategic goals and policies
- Service Users** - They contributed in creating enablement goals which ensure person Centre care and gave feedbacks on what helps on daily basis.
- Care Workers** – They contribute to setting goals and encourage active participation of service users

## Project Plan & Key Milestones

This project is plan to span for 6 months

- Baseline staff confidence and service user feedback through surveys in the first month
- Implementation of mentoring, scheduling of staff for HCPA training sessions, reflective practice to discuss lessons learnt for the second and third months
- Mid project review will be carried out to check progress as against objectives through supervisions and mid year appraisal sessions
- Final evaluation and outcome reporting in the last month of the project life cycle

## Expected Outcomes & Risks

- Improved enablement skills in practice and reinforces continues learning.
  - Allow service users to regain independence by doing most things their own ( eg one likes gardening therefore plastic bag fill with soil and seedling can be brought to the lobby for service user to water now that she doesn't like going out of her house into the garden) and manage daily tasks by staff only prompting them.
  - Improve service delivery and to establish a robust organizational culture
  - Enhance the quality of life of service users by getting them to be active.
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- When these enablement practices are not well tailored to suite individual needs it can lead to resistance by service users and their family members
  - It may put pressure on care workers emotionally when trying to keep service users safe and at the same time promoting their independence.
  - Linking reflection to practice change will be very difficult when the right real life scenarios cannot be giving in these sessions.
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- The can will be mitigated through strong person centered approach, proper mentoring and shadowing, and finally giving right real life scenarios in reflective practice sessions.

# Monitoring the Project

We monitored this project through:

- Service user and family feedbacks
- Reflective practice sessions
- Supervisions and staff surveys
- Auditing of daily care notes of staff and incident log sheets
- Midyear performance appraisal system



## NICE Quick Guide Connection

We aligned closely with **NICE Quick Guide (NG21)** by

- Developing Care plans which focused on enabling while taking into consideration strength and weakness of the service users and also goal-setting for achievement.
- Improve competence, skills and confidence of staff through reflective practice sessions so they are able to deliver person centered care.
- Confidence of service user enhanced for them to regain independence at their homes

# Evaluation Methods

Both quantitative and qualitative methods were used for project evaluation

- Post survey show that staff confidence level practice shot up by 75%
- Service users family members report of improvement as the service user is able to water flowers in the lobby each morning
- Improvement in contributions in reflective practice session about ways of enabling the service user

## Lessons Learn and Impact

- Lessons Learned: Training without real life practice does not translate into desired outcome
  - Mentoring and reflective practice build confidence more effectively than theory among care workers
  - Change requires a holistic and constant involvement of all stakeholders
- Impact: It Reduces dependency on crisis services like the Occupational Therapist because service users turn to do more for themselves physically
  - It has Improved the relationship between service users and care workers as they turn to communicate and also bring about companionship.
  - It has enhanced the provision of care which is based on the needs of the individual ( person centered care)

# Personal Reflection

**What I Achieved:** Leading this project for me was not only transformative but an experience. To successfully led a team through a practical person centered improvement project that bridged the gap between training and on the job performance. I developed skills that bring along and managing stakeholder to enable positive and unresisted change that strengthen partnerships with colleagues, built trust, and foster a more open culture of reflective practice and learning. It was a joy seeing my colleagues share lessons learnt, new ways of confronting real life practice.

**What I Learned:.** The ADKAR model helped me understand how to support each individual through the process of change.

- Change is successful only when staff feel heard, supported, and involved in the change process
- Real enablement starts with empowering care workers as well as service users and involving their family members
- Enabling also improve the wellbeing of the service user emotionally.

**What I Enjoyed Most:** seeing service user who due to Parkinson's can no longer draw held pen at a point in time to shade a drawing

Also how staff members contribute with joy on how they have been able to make difference in the life of their service users.