

Year of Care Programme and complex interventions



Using the principles of Normalisation Process Theory (NPT) to help embed and sustain care and support planning

Spreading and embedding complex interventions such as care and support planning (CSP) into normal practice is difficult. Despite clear principles, a delivery framework based on the 'house of care', a quality assured training and facilitation programme and a description of key success factors implementation of the effective components of CSP and the outcomes achieved are enormously variable across different health communities.

Year of Care Partnerships (YOCP) is thus exploring how to embrace new thinking using Normalisation Process Theory (NPT) to enable the undoubted benefits of the programme to reach a much larger group of people more consistently and potentially more quickly.

NPT is a sociological theory to help understand practical delivery. Successful implementation depends on achieving a balance between holding fast to the core principles and effective elements of CSP and the need to 'make it work around here', based on 'local wisdom'. NPT recognises that this won't happen without 'work' on the part of delivery teams (the participants), both individually and working together.

NPT describes this work in four domains which have been rigorously developed and tested with the key characteristics laid out in tools and resources. The YOCP team has begun to use these to support steering groups and facilitators to identify what needs to be in place, both as they make their local plans but also as they identify and address specific challenges and issues that arise.

NPT Domains illustrated with CSP - the slide overleaf from the NPT group summarises the domains using the original language of the developers.

Making Sense of it (coherence) looks at how CSP is understood (made sense of) by participants, emphasising the need for them to distinguish it from the previous /current ways of working. Participants must each understand their own role in it and what is required of them; and individually and collectively have a common understanding of the purpose of CSP, sign up to and see the value in it.

Engagement recognises that participants need to be interested in and engaged in implementing CSP and acknowledge that this will need effort on their part. Key individuals take on a leadership role to drive the process forward. All participants agree it should be part of their own work, recognise that they may need to organise themselves differently and work together on what is needed to make the core elements of CSP work in their local circumstances, get the agreed changes in place, and ensure that it continues long term.

Doing it (collective action) recognises that if the potential benefits of CSP are to be realised, work is required to carry out the activities and also to commit to 'learning and reflection in action'. This enables the CSP processes to be continuously refined as participants learn individually what works in their situation, how to improve and build their confidence in it, trusting and working with colleagues to do likewise. They discover if the right people with the right skills are in the right roles and appropriate processes and infrastructure are in place. This may require timely and effective support from management and other stakeholders involving wider relationships, policy, money, training and/or material resources.

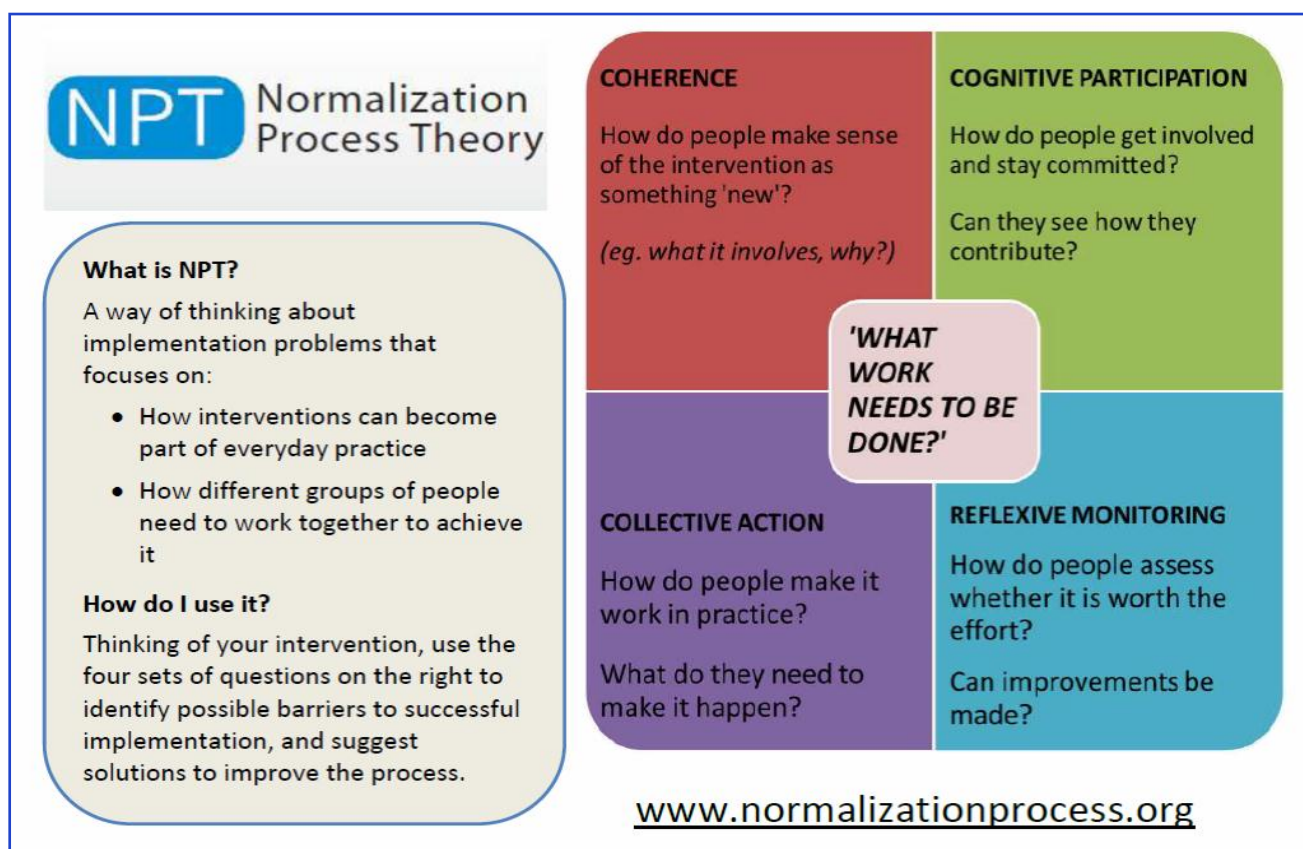
Reflective monitoring (feedback work). Beyond day by day reflection, participants need to invest in systematic feedback loops using formal and informal methods to assess the effects of CSP in their own setting. They need to assess both whether the individuals affected by it think it is worthwhile and also if they personally and collectively agree with this.

Normalisation Process Theory

Normalisation Process Theory (NPT) was developed by Professor Carl May and his team and colleagues.

Their website <http://www.normalizationprocess.org/> contains a wealth of resources including the theory and rationale, key publications, the NPT toolkit and NoMAD survey.

This is a summary slide about the use of NPT in implementation from one of their presentations which uses the language in their papers.



Currently YOCP is using the NPT Toolkit in workshops to engage facilitators and those with accountability for implementation as an introduction to the principles and what they might mean for their local programmes. YOCP is also developing additional support to enable facilitators / coordinators to integrate NPT resources / ideas into their work programmes. Further information is available at enquiries@yearofcare.co.uk.