



FACILITATION ON THE RUN

Enabling Facilitation of Person-Centred Practice within the Workplace and on the Run



Michele Hardiman RGN, RPN, HDip,MA,PhD Candidate

Practice Development & Education Facilitator Galway Clinic, Galway - Affiliate member Centre for Person-centred Practice Research, Queen Margaret University, Edinburgh

BACKGROUND

Research builds on the work of a national Practice Development Programme (McCormack et al, 2010) taking forward emerging themes

- » Work based learning
- » Facilitation

Research is timely - Identified need to examine culture in healthcare arising from examples of poor care. (HIQA, 2015;2013: Francis, 2013) Personal experience of Enlightenment , Empowerment and Emancipation.

INTENT

From the outset, the intent of the study was the development of a model of facilitation that can be used by everyone including novice facilitators within their own workplace. The frameworks that emerged through theoretical and evidenced use of Critical Allies and Critical Friends are focused on the development of person-centred cultures.

Aims and Objectives of the Study

- To test two new models of facilitation designed for use within the workplace.
- To demonstrate how novice/proficient facilitators can enhance the development of person-centred cultures.
- To present new tools and strategies to support facilitators.

What is Facilitation?

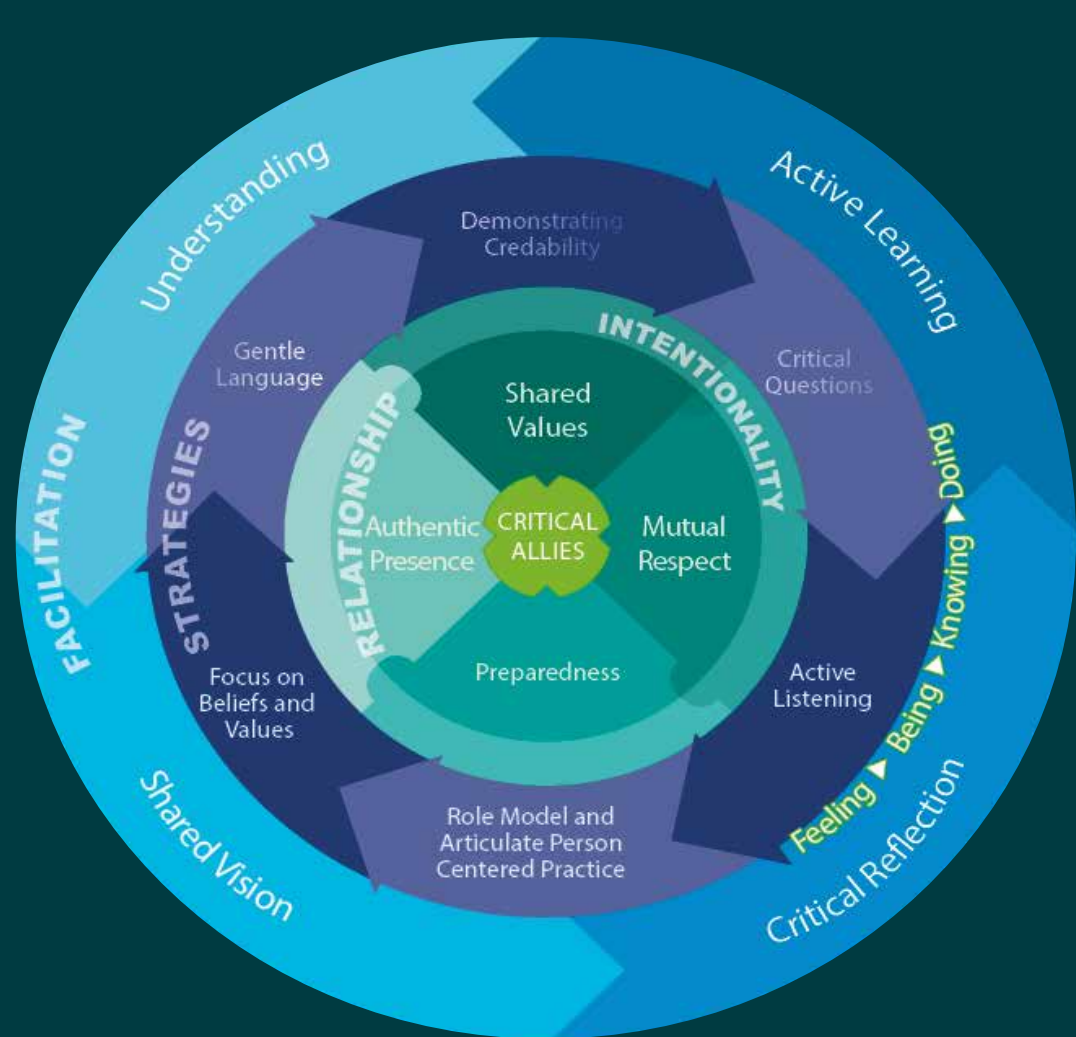
"Assisting of others to unlearn the rituals of practice, discovering new ways of learning through PD processes and the applying and sharing of the new learning in their own workplace."

— Dewing (2010)

Research Questions

1. What does a person-centred model for work based facilitation look like?
2. How do work based facilitation skills enhance the development person-centred cultures?
3. What are the implications for existing education/training frameworks in care services in Ireland should a work based learning facilitation model be established and adopted?

CRITICAL ALLIES



— Hardiman, M. (2016)

RESEARCH METHODOLOGY – Participatory Action Research (PAR)

Phase One - Theoretical development Critical Allies and Critical Friends V1

Choosing Participants

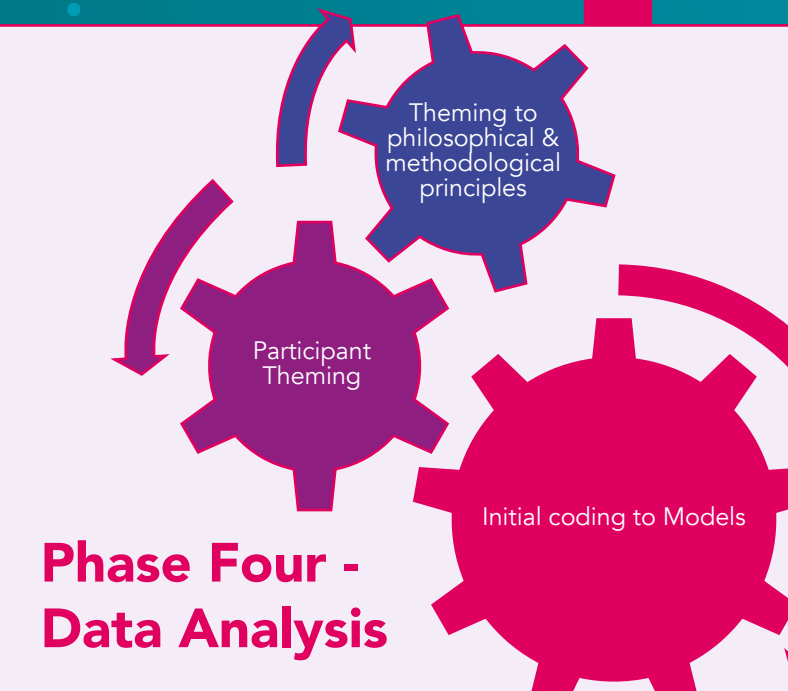
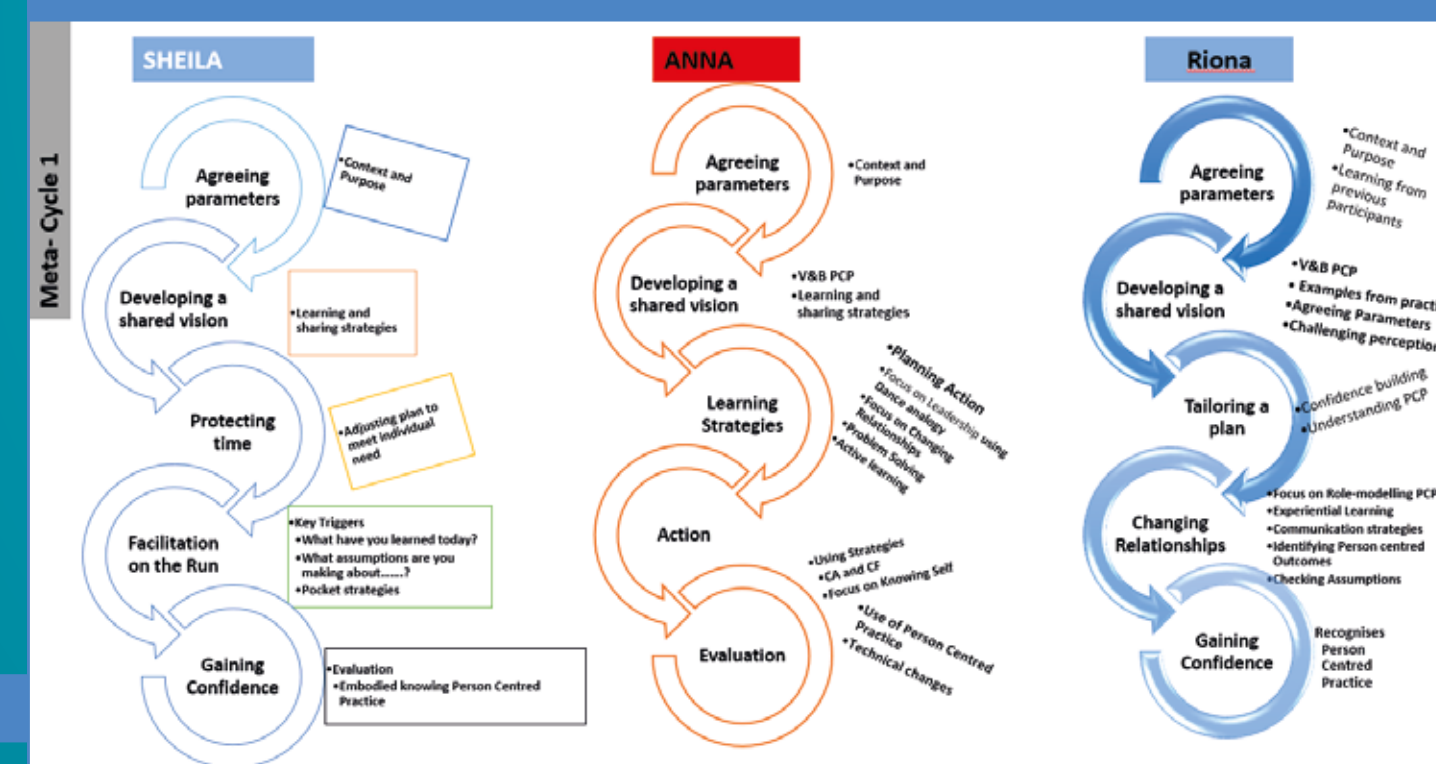
Being consistent in the message

Phase Two - Preparing the Context

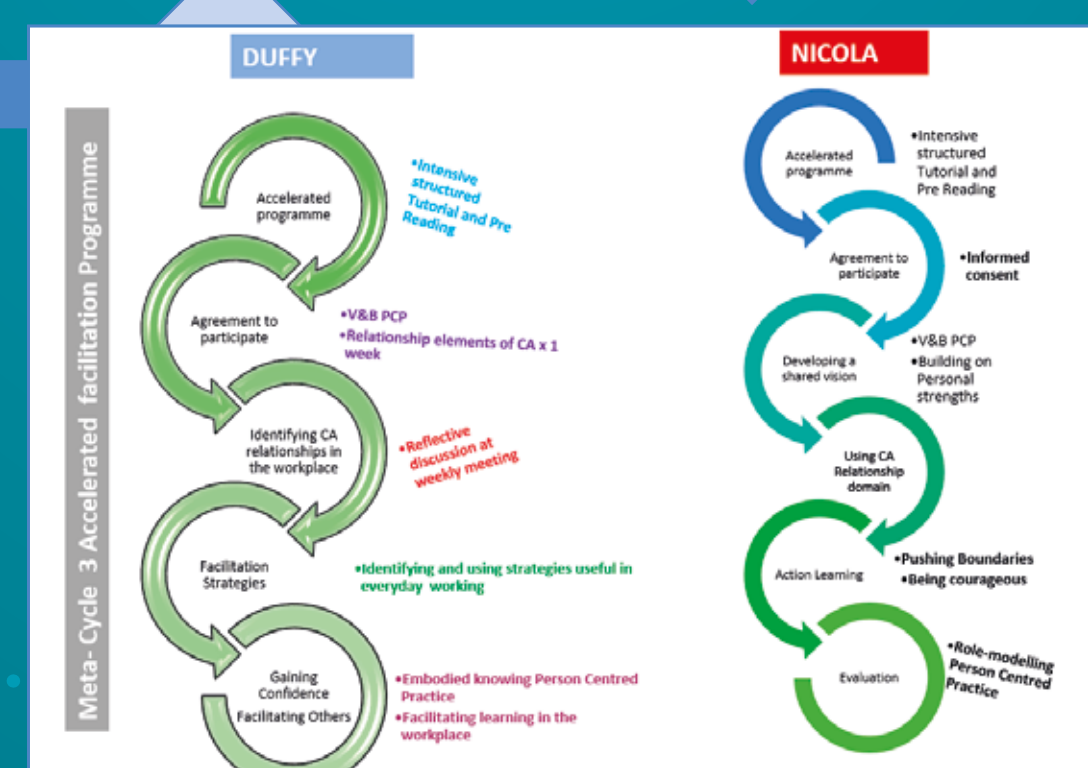
Policy Development

Educating and Sharing Theory

Phase Three - Action Cycles



Critical Allies & Critical Friends V2



Phase 1 – Developing Theory

Theoretical development of Critical Allies and Critical Friends Facilitation Models. Peer reviewed publication of models as a mid-range theory.

Phase 2 – Preparing For Action

Preparing the Context
PD activities in the workplace. Policy development
Stakeholder engagement

Phase 3 – Action Cycles

PAR Cycles – Testing the models in the workplace.
Data Analysis with participants
Meta analysis – thematic analysis
Bringing it back to participants

Phase 4 – Critical Allies & Critical Friends (V2)

Agreeing elements of Critical Allies with Participants
Hermeneutic analysis of Critical Friends with SICOP members.
Adjusting / Redeveloping the Models

CRITICAL FRIENDS



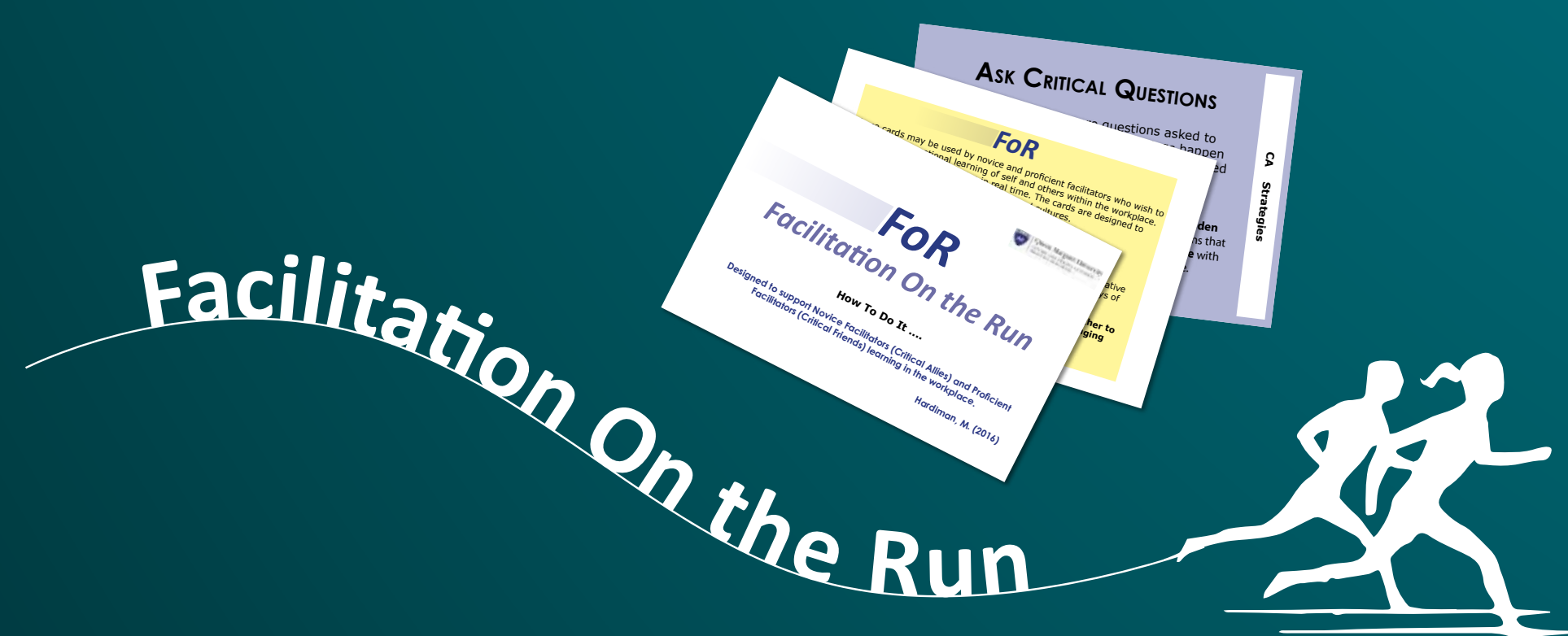
— Hardiman, M. (2016)

RESEARCH METHODS

Participatory Action Research (PAR)

Practice Development (PD)

Facilitation on the Run (FOR)

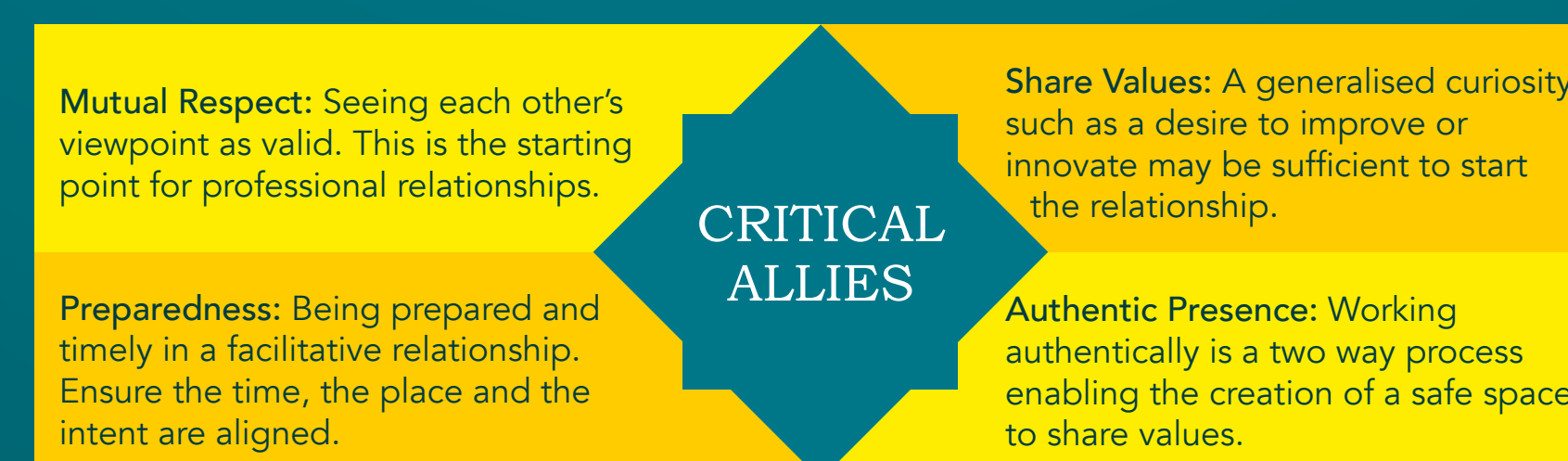


Useful references

Dewing, J. (2010) Moments of movement: active learning and practice development. Nurse Education in Practice. 10(1), 87-100.
Hardiman, M., Dewing, J. (2014). Critical Ally and Critical Friends: Stepping stones to facilitating Practice Development. International Journal of Practice Development 4(1).
McCormack, B., Manley, K. and Titchen, A. (Eds.) (2013). Practice Development in Nursing and Healthcare. John Wiley and Sons. Oxford.

RESEARCH FINDINGS

There are Four pre-requisite elements that need to be present for a facilitative relationship to commence.



Facilitation on the Run (FOR)

Facilitation does not always need protected time and space away from the workplace. Facilitation skills and strategies can be integrated into everyday work quickly and unobtrusively we have called this method Facilitation of the Run. Using FoR cards and prompts can also aid the process.

An evolutionary and person-centred leader is needed to drive the vision of person-centred cultures at Metso level

Critical Allies and Critical Friends provides a framework to enable clinical leaders to learn these skills within their own workplace.

Critical Allies and Critical Friends flatten other roles to achieve facilitative relationships.

Building Capacity from within the workplace.

Facilitators can be developed and nurtured from within the workplace and can be successful in assisting the development of person-centred cultures but only if supported by a network or social support (or community of practice), access to expert facilitation and an agreed person-centred policy agenda.

Insider researchers who are senior nursing managers can be successful in facilitating PAR within their own workplace, resulting in increased impact of the study and enabling greater sustainability.