



Method for undertaking reviews of Behaviour Support Systems.

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Working definition

Behaviour Support System are those policies, processes, tools, people and other factors as well as the interactions between these as they relate to the provision of behaviour support to people with intellectual disabilities.




Another Working definition

A Behaviour Support Systems Review is the process of examining, analysing and offering opinion on the capability and capacity of a service system to deliver behaviour support services to people with intellectual disabilities who particularly have challenging behaviours.




The development of a practice guide to:

- **Serve as a principle-based methodology to guide a standardized approach for all those who undertake this work.**
- Describes the approach, principles, and some of the more common systems factors the clinician should consider when undertaking this work.
- **Help clinicians conduct the Review in a more consistent manner**
- Help the clinician structure the information gathering activities.
- **Organise the collected data in a way that can aid the formation of conclusions**
- Provide guidance on how findings can be communicated.



Some principles

- must address the purpose and expectations
- must be supported by evidence.
- must be balanced and fair
- process should be open and transparent
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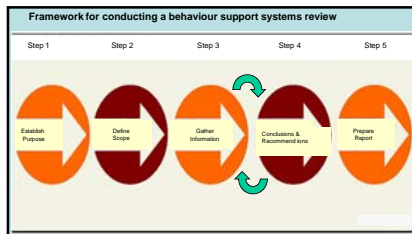


Rationale for undertaking a Behaviour Support Systems Review

- Even when behaviour support plans are technically sound and well-designed, they may be poorly implemented, not adhered to over time or suffer from the effect of a number of other systems factors.
- Growing body of literature regarding the proficient implementation of and adherence to behaviour support plans which stress the importance of system factors such as training, staff attitudes, resource availability, communication, knowledge and experience.

Sprague, Flannery, O'Neill, & Baker, 1997

An approach



What information to gather - Systems Components

System components	Optimal features of this component
1 Behaviour support	The service system understands the role of behaviour support practices and takes responsibility to provide the best possible behaviour support it can to its clients. This is done through suitable assessment, design, implementation and monitoring of support plans, as well as ensuring availability of suitably trained staff and other resources.
2 Policy, processes, procedures	The service system has policies and procedures that guide the provision of behaviour support.
3 Knowledge, experience and staff development.	The service system places emphasis on ensuring that staff have the relevant skills to perform the necessary behaviour support duties. This is done through training and other programs such as mentoring and supervision.
4 Team values and beliefs	The service system promotes positive behaviour support principles and also ensures that values and attitudes held by staff and management promote as far as possible the norms and patterns of everyday life which are valued in the general community.


5 Roles and responsibilities	The service system has ensured that the roles and responsibilities of management and staff in relation to behaviour support work are clearly described and understood and are realistic for the given service and client group.
6 Management support	The service system management team provides regular and timely staff supervision and mentoring in relation to behaviour support. Management expects professionalism, and encourages good communication.
7 Staff stressors	The service system recognizes how compliance with behaviour support processes and programs can be hampered by work-related stressors experienced by staff and takes measures to reduce and manage work-related staff stressors.
8 Communication	The service system recognises the part played by a client's communication difficulties in development of and intervention for challenging behaviour.
9 Community Involvement	The service system promotes and advocates clients' right to live in and be part of the broader community, acknowledging difficulties posed by the clients' challenging behaviours.

10 Meaningful activities	The service system ensures that client routines are supportive of individual client needs and preferences and are implemented in a consistent manner.
11 Individual needs and choices	The service system ensures that clients' individual needs are understood and met. In addition clients are involved in decision making.
12 Relationships and interactions	The service system encourages and facilitates clients to maintain contacts and relationships with friends, and family.
13 Health and well-being	The service system ensures that the clients' physical and emotional well-being is reviewed and specialised plans such as epilepsy and nutrition/swallowing plans are implemented where necessary.
14 Physical environment	The service system ensures that the clients' physical environment is supportive of their individual needs and is designed to minimize the effect on challenging behaviours if these are deemed to be triggered by factors in the clients' environment.
15 Restrictive and prohibited practices	The service system has a good understanding of restrictive and prohibited practices and has in place usage protocols that are informed by strict guidelines which provide clear conditions and limitations on their use.
16 Risk Management	The service system ensures that risks associated with the clients' residence or other settings are identified and measures put in place to eliminate or reduce them.

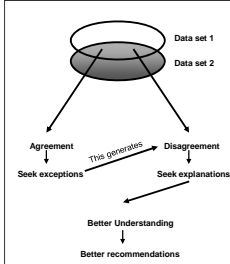
Systemic components	
1 Systemic empathy and focus	The service system seeks to understand client behaviours, as well as barriers and solutions to interventions from a systemic point of view. The service system acknowledges that patterns of behaviour can develop within staff and management as a consequence of client behaviours and these become repetitive, circular and evolve over time.
2 Motivation for change	The service system is motivated and capable of adapting to changing client, community and legislative requirements in order to improve and maintain behaviour support practice standards.
3 Conflict management	The service system uses positive management strategies to deal with long-term intractable problems amongst staff, management, clients and other stakeholders, in order to reduce their possible impact when supporting people with challenging behaviours.
4 Non-pathologising perspective	The service system takes a non-pathologising perspective when providing behaviour support to people with challenging behaviours.
5 Power differentials	Key parties in the service system exercise their authority in ways that contribute positively to the provision of behaviour support. The service ensures that this does not hinder or prevent all staff members from contributing to behaviour support planning and implementation.
6 Resources	The service system continuously identifies and addresses changes in staffing/resource requirements to better support clients with challenging behaviour.

Information Gathering Approach


- Data is generally gathered first by seeking general data and then over time moving to the more specific.
- It may be that a number of attempts are required to gain the level of detail and understanding.
- Initial interviews and discussions may serve to establish broad patterns in the manner the service system delivers behaviour support services.
- Subsequent discussions become more focused on validation of ideas and conclusions.



Constant comparison of gathered information is key



- Information gathered from one group of staff can be compared with information gathered from another.
- Information can be compared with stated expectations of the service system
- It can be compared with good practice in behaviour support
- Information comparison can lead to seeking exceptions, and further explanations, in order to better understand the situation




Emerging themes and conclusions

As information is collected, issues or topics will emerge as being more frequently mentioned and as being connected to many of the other issue-topics that are emerging.

As this process continues, and a number of themes have been formed, the reviewer can use additional collected data to confirm key emerging themes.


This way, the data is used so that the final set of conclusions is likely to provide a good fit to the situation within the service system.



Recommendations

A key feature of the Behaviour Support Systems Review is providing recommendations that address the conclusions that have been made about the service system.

- Recommendations are made as suggestions rather than directives.
- Suggest potential areas for further analysis.
- Rationale for why the recommendation is made.
- Explain the impact if the recommendation is not put in place



Q&A