

Delivering Culture Change through Motivational Interviewing

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In this session

- Why culture change needs to happen
-
- What is Motivational Interviewing and how is it used?
- How Corby Borough Council have changed their culture
- Assessing your own culture
- How Motivational Interviewing can be embedded within teams

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Introductions

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Why culture change needs to happen

Chapter 11 of the Homelessness Code of Guidance

'An assessment of the applicant's and household member's support needs should be holistic and comprehensive, and not limited to those needs which are most apparent or have been notified to the housing authority by a referral agency. Housing authorities will wish to adopt assessment tools that enable staff to tease out particular aspects of need, without appearing to take a 'checklist' approach using a list of possible needs. Some applicants may be reluctant to disclose their needs and will need sensitive encouragement to do so, with an assurance that the purpose of the assessment is to identify how the housing authority can best assist them to prevent or relieve homelessness.'

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Turned Away, Crisis (2014)

'In a significant number of visits (29) mystery shoppers did not receive an assessment and were not given the opportunity to make a homelessness application.'

'Experiences of the visits: lack of privacy, interactions with staff, the office environment, and waiting times – all had a profound impact and often compounded feelings of anxiety, stigma and shame.'

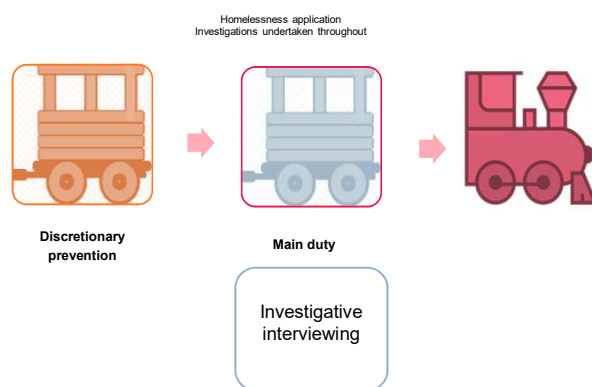
'It was common for mystery shoppers to simply be signposted to written information about renting privately or even turned away without any help or the opportunity to speak to a Housing Advisor.'

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Housing Act 1996 (as amended)



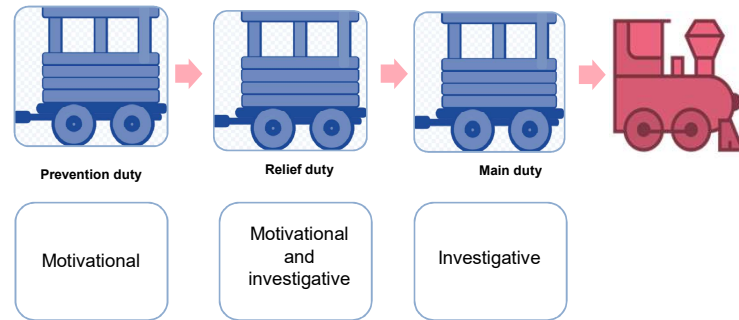
Section 188 Interim accommodation provided if reason to believe
Section 1 Localism Act 2011 Discretionary power to accommodate
Section 193(2) Temporary accommodation provided if main duty owed

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Interviewing techniques



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What is Motivational Interviewing?

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Background

- A counselling approach developed by clinical psychologists
- Roots in work with drinkers and drug users
- Defined as a 'collaborative conversation style for strengthening a person's own motivation to change'
- Evidence based approach used in Health, Social Services and Voluntary Sector
- Application nowadays in work with smokers, sex offenders, those with eating disorders and those who are homeless
- A particular way of helping people recognise and do something about their present or potential problems

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What does it mean?

'Imagine taking a sip of a fizzy drink that has gone flat. It still tastes vaguely like itself but the fizz has gone out it. It's probably no longer worth drinking. The spirit of Motivational Interviewing is the fizz of a helping conversation. It's what shows you that a person cares about you and isn't just pretending to care.'

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The Benefits

- Avoids 'in your face' tactics like confrontation or shame
- An evidence based communication that has been shown to have a positive effect on outcomes in over 200 international randomised clinical trials
- Respects an individual's right to make choices
- Aims to support people who are ambivalent about change
- Motivational Interviewing can be used to help households identify their hopes and goals including; location, safety, affordability etc.
- Ensure that customers are not passive recipients of information, supporting long lasting change

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What is ambivalence?

Ambivalence (n):
The state of having simultaneous, sometimes conflicting feelings
towards something

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Motivational interviewing

The Spirit

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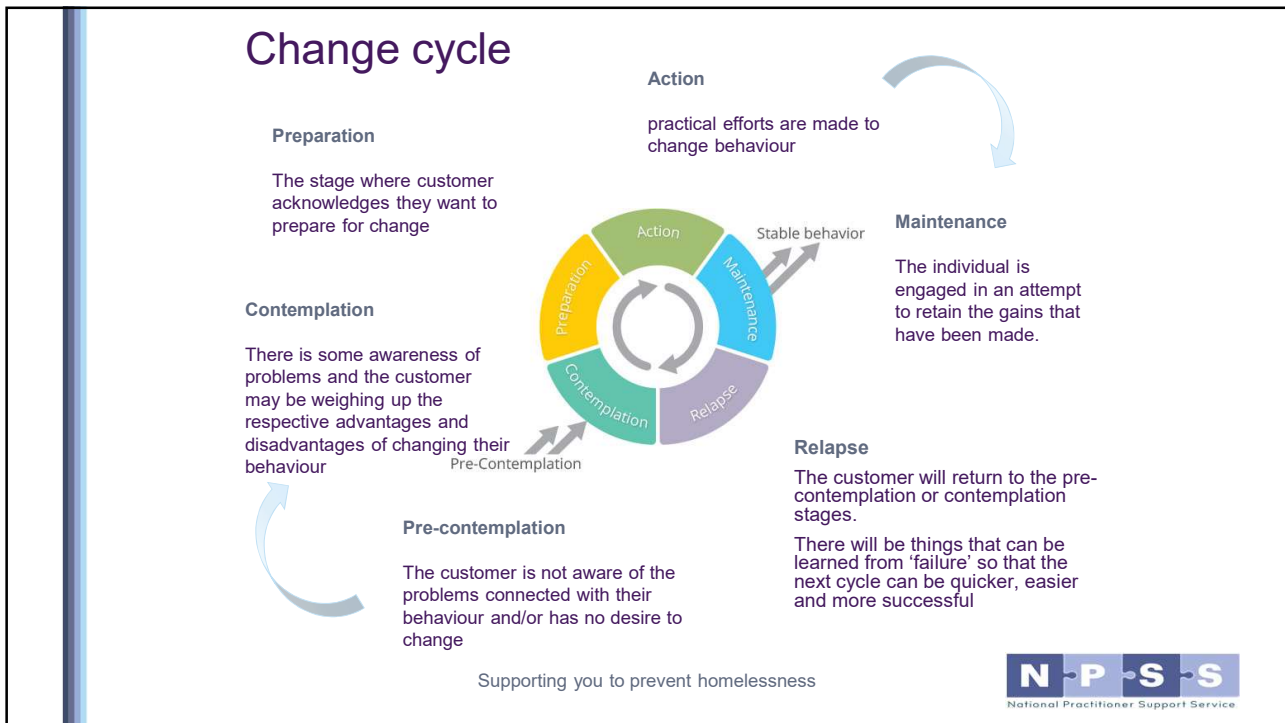
Customers must resolve their own ambivalence

- Ambivalence takes the form of a conflict between two courses of action e.g. indulgence versus restraint, each of which has perceived benefits and costs
- Guiding approach with households to actively tap in to their own expertise and wisdom
- Highlights customer's strengths and potential barriers, enabling them to examine their own behaviour in a non-combative way
- Professionals who rely on giving advice can become frustrated when people respond with resistance or do not take steps toward a better life, creating cynicism

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A style that cannot be faked

- Motivational Interviewing is a subtle discipline that manifests itself in body language, facial expression, tone of voice and attitudes
- Training began in the 1980s; officers have a tendency to focus on 'techniques' or specific phrases but the spirit of Motivational Interviewing comes from caring about people
- It is how we are towards customers, not the words we use

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N P S S
National Practitioner Support Service

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Embodying the spirit of Motivational Interviewing

Partnership: showing real respect for the other person; assuming both of you have important input

Acceptance: meeting people without judging them and trying to understand where they're coming from

Compassion: hanging in there with people when they are struggling with an issue and taking time to listen

Evocation: finding out what people already know, what's important to them, how would they like their lives to be different

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Team values and beliefs

- Motivational Interviewing will only work if professionals believe in the process

Professionals should embody these values

- Belief that the customer knows what is best for themselves
- Emphasises customer strengths
- Interested in supporting them to solve problems
- Curious about the customers thoughts and feelings
- Guides rather than tells the customer what decisions to make
- Looks at both sides of the problem
- Leaves the customer feeling empowered

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Motivational interviewing

How do we do it?

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Engaging and expressing empathy

- Being welcoming and showing a genuine interest
- Allow the customer to set the agenda, focusing on specific points where necessary
- Seeks to understand the customer's feelings and perspectives without judging, criticising or blaming
- Flexible in approach
- Building a rapport with the customer before asking difficult/intrusive questions
- Giving customers opportunities to have a break or change the subject when discussions become difficult

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Ask open questions

- Open questions are invitations for choice, reflection and elaboration on a particular issue
- Open questions provide a doorway to better understand a person's internal frame of reference

What brings you here today?

Tell me more...

What was that like for you?

How would you like things to be different?

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Recognise and elicit change talk

- Ask evocative questions that makes the customer consider their behaviour
- Eliciting change talk is a guiding strategy to help people talk themselves in to changing
- People who explore and talk about changing are more likely to do so

What worries you about your situation?

Why would you want to make this change?

How might you go about doing this, if you want to succeed?

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Reflective listening

- Reflective statements allow people to hear again the thoughts and feelings they are expressing, perhaps in different words, and ponder them
- Good reflective listening tends to keep the person talking and considering. It is also selective in that one chooses what aspects of the conversation are important to reflect

Statement: I don't know about moving there

Response: You have some concerns about area. You don't think your family would fit in and aren't sure about schools?

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Supporting self efficacy



- Self-efficacy refers to a person's belief in his or her ability to carry out and succeed with a specific task
- If a person does not feel as though change is within their reach, then no real attempt to change is likely to be made
- Self-efficacy may be linked to self-esteem but it is not the same or dependent on it. E.g. A person may have high esteem but still feel that a specific goal is beyond him/her
- Goal is to promote the idea in the customer's mind that change is possible for them
- If you can speak knowledgeably and clearly about a range of options, this should foster a customer's hopes that change can be possible for them

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Affirmations

- Affirmations are statements that focus on the positive aspects of a particular person
- Affirmations can facilitate the engagement process, reduce defensiveness, and build confidence in one's ability to change.
- Affirmations are different to praise, you are recognising the positives to enable them to achieve

*Even though it didn't turn out as you hoped, you made a lot of effort.
You showed a lot of patience in the way you handled that situation
I noticed that you...
Thank you for taking the time to talk to me about this*

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Other responses

- Apologizing- acknowledge when you step on someone's toes, 'sorry I didn't mean to lecture you'
- Shifting focus- shift the focus away from topics that may be causing the customer to become defensive and return to them later
- Summarising- reassures customers you understand their perspective, 'can I just clarify, what you are saying is...'
- Understand the advantages and disadvantages of the person's situation, the pros and cons are both equally as important

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Information and suggestions

- Information and suggestions should not be the first line of contact but can be provided at permission of the customer

Ask permission: 'is it okay if we talk about this...'

Express your concerns: 'your situation concerns me because...'

State concerns in a kind and non-judgemental manner, focusing on the consequences of continued behaviour

Recognise that it is the individual's decision whether or not changes are made: 'of course, it is up to you how this moves forward...'

Find out what the customer thinks about what you are saying: 'what are your thoughts about this?'

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Culture change at Corby Borough Council

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Changes to implement the Homelessness Reduction Act 2017

- Officers focus on casework
 - Senior Post
 - Temporary Accommodation Post
- Staff workshops
 - Allocations Policy
 - Banding
 - Customer Journey
 - Procedures
- Training and understanding of the legislation
- Positive approach – no new staff

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How Motivational Interviewing helped?

- Continued learning
 - EDS, feeling valued
- New techniques
 - Changing the interview into a meeting
- Empowering the customer
- Manage expectations in a positive way
- Increase engagement
- Breaking cycles

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Feedback from the team

GROW – Goal, Options, Reality & Way Forward

“The course helped me understand the theory behind it and obtaining agreements from our customers on the personalised housing plan. It teaches practical techniques required to deliver a motivational interview. The training was directive and showed a customer centred intervention style for eliciting behaviour change by helping customers to explore and resolve ambivalence.”

“The training provided me a renewed confidence. I have developed more essential skills to assist our customers during a difficult time in their lives.”

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What is your team culture like now?

- Digital – Jigsaw Portal
- Jigsaw configuration – ongoing
- Team workshops
- Localised template letters
- Home visits – family/friend evictions
- Early intervention – Invalid S21
- Spend to save / incentives
- TA Monitoring / Void meetings
- Evolving procedures
- 1-2-1 slots
- Early partnership working e.g. CASCK - Financial Inclusion

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How does your culture need to change to adopt a more holistic approach?

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Workshop Feedback

- What are your key achievements this year?
- Do your teams accept the need to approach customers in a more holistic way?
- What are the barriers?
- Do you have any plans to address culture change within your Local Authority?

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Embedding Motivational Interviewing Techniques

- Introductory training for the team
- Reflective Practice
- Observing Customer Interviews
- Motivational Interviewing 'champion' within the team

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Our job is
to hold the
focus



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Keep in touch
We are here to help...



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- www.npsservice.org.uk
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