

Maturity Model: Actively Embedding and Enhancing the Effectiveness of the Lived Experience Workforce

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This presentation will...

Describe the three stages of development when implementing a Lived Experience Workforce using best practice approaches and strategies to overcome barriers to effectiveness of the Lived Experience Workforce.

Stages of Development Model for the Lived Experience Workforce

The Stages of Development are:

- 1. Early stages**
- 2. Intermediate stages**
- 3. Mature stages**

Stages are described using themes: workplace culture and strategies; policies and processes; training and development

1. Early stages

Preparation:
laying strong
foundations

2. Intermediate stages

Implementation:
embedding of the
Lived Experience
workforce

3. Mature stages

Transformation:
Lived Experience
workforce is
essential to
service and
systems
transformation

*Increased maturity enhances the effectiveness of the Lived Experience workforce,
promoting better outcomes for people accessing services and all employees*

Early Stages: Preparation



Emphasis is on
preparation and
how to lay strong
foundations to support a
Lived Experience
Workforce

1. *Early stages*

Preparation:
laying strong
foundations

- 1.1 Workplace culture and strategies (preparation)
- 1.2 Policies and practices (preparation)
- 1.3 Training and development (preparation)

2. *Intermediate stages*

Implementation:
embedding of the
Lived Experience
Workforce

- 2.1 Workplace culture and strategies (implementation)
- 2.2 Policies and practices (implementation)
- 2.3 Training and development (implementation)

3. *Mature stages*

Transformation:
Lived Experience
Workforce is
essential to
service and
systems
transformation

- 3.1 Workplace culture and strategies (transformation)
- 3.2 Policies and practices (transformation)
- 3.3 Training and development (transformation)

Increased maturity enhances the effectiveness of Lived Experience Workforce, promoting better outcomes for people accessing services and all employees

1.1 Workplace Culture and Strategies

- Leadership understanding of Lived Experience work
- Build whole-of-workforce commitment to Lived Experience
- Financial commitment
- Build Lived Experience relationships and literacy
- Build strong understanding of Aboriginal and Torres Strait Islander perspectives and priorities
- Build awareness of diverse perspectives
- Build awareness of the value and unique challenges in rural, regional, and remote areas

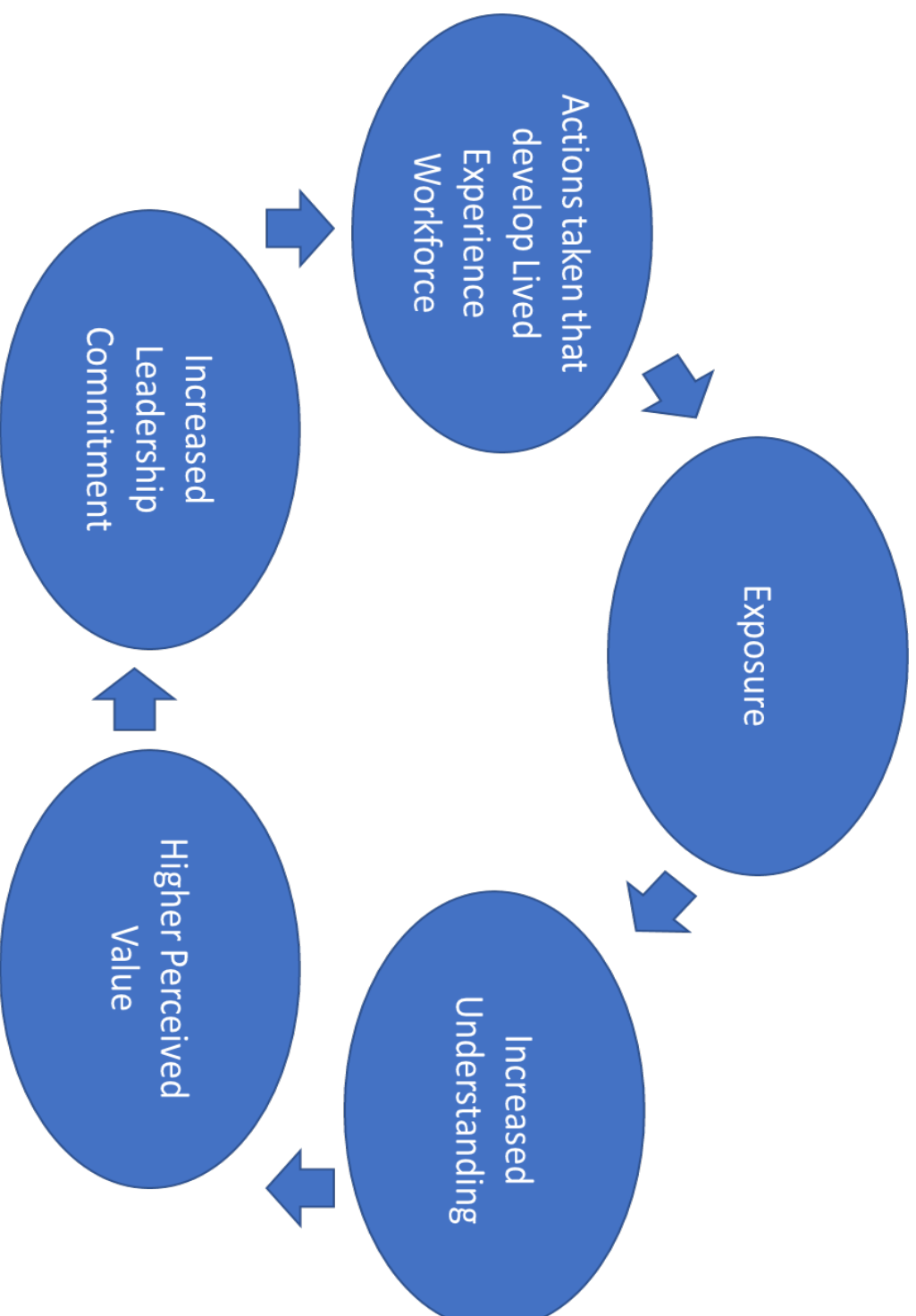
1.2 Policies and Practices

- Review human resources and other policies
- Human resource policies for flexibility and workplace adjustments
- Develop position descriptions and recruitment process
- Lived Experience leadership roles
- Coercive or restrictive practices and Lived Experience roles
- Involuntary settings, considerations for Lived Experience workers

1.3 Training and Professional Development

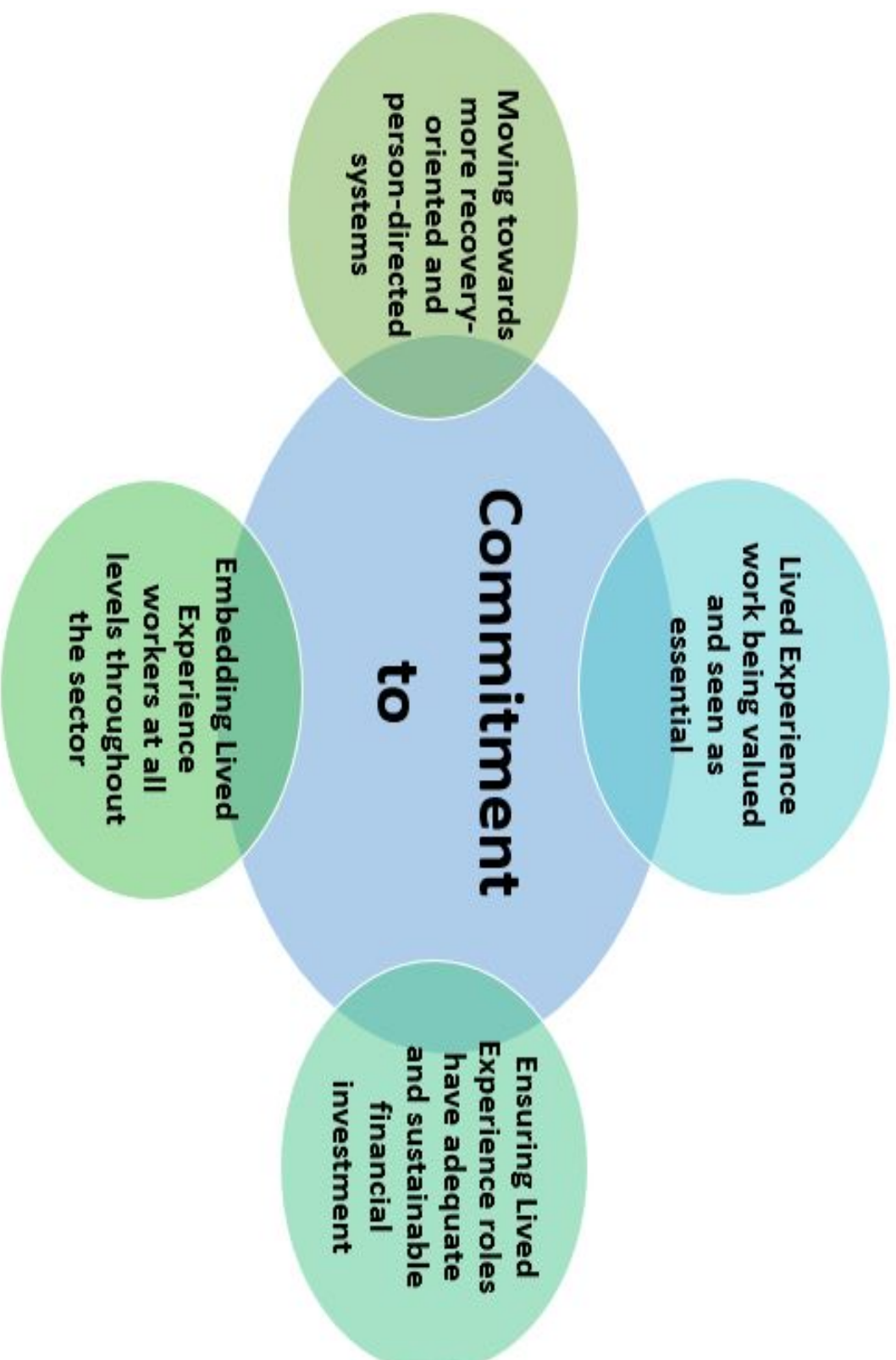
- Whole-of-workforce education about Lived Experience roles
- Education and promotion of Lived Experience roles to people accessing services and their families/significant others
- Education to increase understanding of the value of cultural diversity
- Ensure appropriate supervision for Lived Experience roles
- Provide Lived Experience apprenticeships/traineeships

Leadership understanding of Lived Experience work



Adapted from: Byrne, L., Wang, L., Roennfeldt, H., Chapman, M., & Darwin, L. (2019). Queensland Framework for the Development of the Mental Health Lived Experience Workforce. Queensland Government: Brisbane.

Whole of workforce commitment



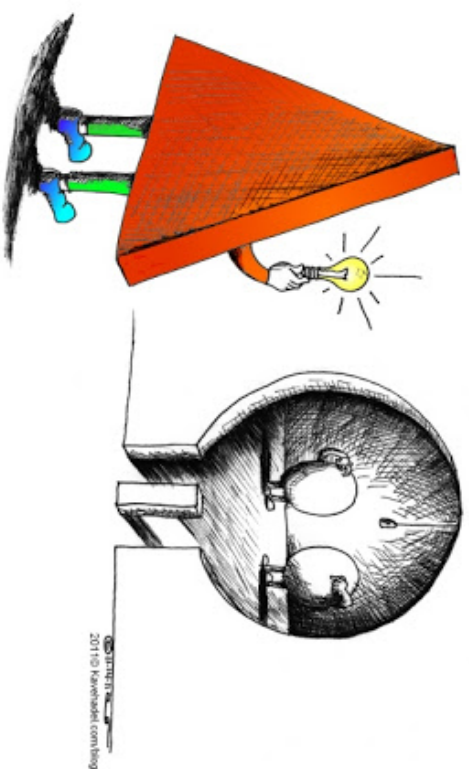
Sufficient numbers and remuneration for LE workers

- Sufficient Lived Experience roles
- More long-term rather than short-term roles
- Wages set against relevant mental health and community sector awards.



Intermediate stages: Implementation

Focus on embedding
Lived Experience
workers, rather than
integrating Lived
Experience workers to
simply 'fit in' to the
existing workplace
culture



1. *Early stages*

Preparation:
laying strong
foundations

- 1.1 Workplace culture and strategies (preparation)
- 1.2 Policies and practices (preparation)
- 1.3 Training and development (preparation)

2. *Intermediate stages*

Implementation:
embedding of the
Lived Experience
Workforce

- 2.1 Workplace culture and strategies (implementation)
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3. *Mature stages*

Transformation:
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- 3.1 Workplace culture and strategies (transformation)
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- 3.3 Training and development (transformation)

Increased maturity enhances the effectiveness of Lived Experience Workforce, promoting better outcomes for people accessing services and all employees

2.1 Workplace Culture and Strategies

- Allyship with the Lived Experience workforce
- Create a Lived Experience workforce development strategy
- Mission statements recognise Lived Experience work as core business
- Opportunities for co-learning with other organisations
- Strengthen commitment to diversity and inclusion
- Development of Lived Experience Workforce for rural, regional and remote areas

2.2 Policies and Practices

- Additional considerations for Lived Experience workers in involuntary settings
- Career progression

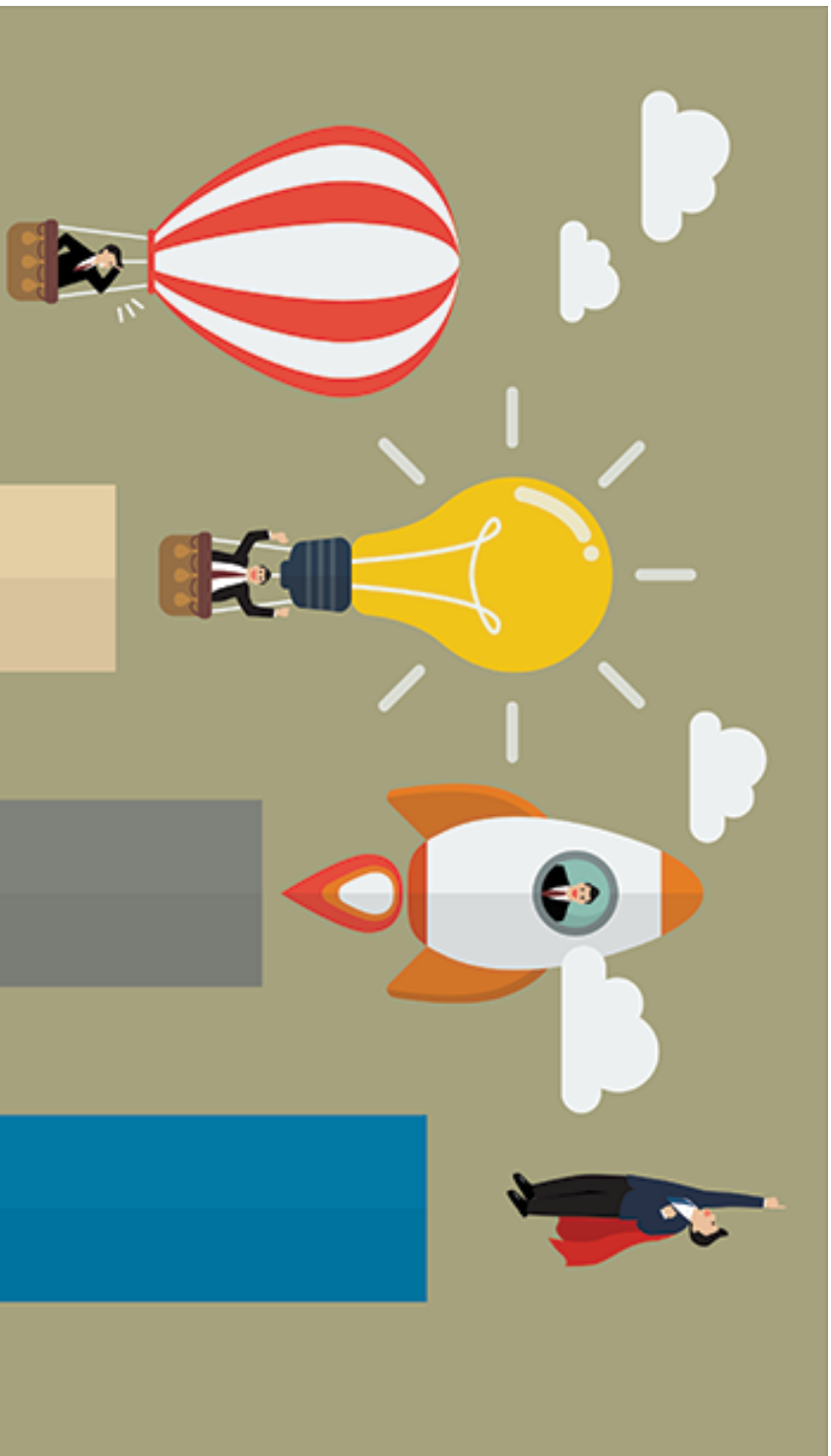
2.3 Training and Professional Development

- Training for intermediate/implementation stages
- Training for Lived Experience workers and whole-of-workplace in involuntary settings
- Training and development issues for Lived Experience workers in rural, regional and remote areas
- Prioritise professional development and improving connections with Lived Experience networks

During the intermediate stages, cultural change reaches a point where the Lived Experience workforce is accepted as 'given' and seen as critical to the sector.



Mature stages: Transformation



Achieve transformational change within
service design and delivery

1. *Early stages*

Preparation: laying strong foundations

- 1.1 Workplace culture and strategies (preparation)
- 1.2 Policies and practices (preparation)
- 1.3 Training and development (preparation)

2. *Intermediate stages*

Implementation: embedding of the Lived Experience Workforce

- 2.1 Workplace culture and strategies (implementation)
- 2.2 Policies and practices (implementation)
- 2.3 Training and development (implementation)

3. *Mature stages*

Transformation: Lived Experience Workforce is essential to service and systems transformation

- 3.1 Workplace culture and strategies (transformation)
- 3.2 Policies and practices (transformation)
- 3.3 Training and development (transformation)

Increased maturity enhances the effectiveness of Lived Experience Workforce, promoting better outcomes for people accessing services and all employees

3.1 Workplace Culture and Strategies

- Sustained commitment to funding and resourcing the Lived Experience workforce
- Sustained commitment to growing a Lived Experience informed evidence base
- Challenge remaining workplace cultural barriers for Lived Experience workers
- Lived Experience roles represent diverse culture and perspectives
- Safe sharing of lived experience is prioritised and more available for the whole workforce

3.2 Policies and Practices

- Lived Experience roles are employed at all levels of the sector
- Progress towards eliminating coercive and restrictive practices
- Person-directed and recovery-oriented service delivery and practice are increased

3.3 Training and Professional Development

- Education to continue to grow the Lived Experience workforce
- Training and development are ongoing
- Lived Experience workers are benefiting from a range of effective supervision
- Progress Lived Experience workforce development in rural, regional and remote areas

Now for.....





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Lived Experience Leadership and Change: Shifting the Balance Our Way

TheMHS 2021 | Ellie Hodges (LELAN) & Mark Loughhead (UnISA)



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some context

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- Forms part of the Activating Lived Experience Leadership (ALEL) Project
- A partnership between LELAN (Lived Experience Leadership & Advocacy Network) and UniSA's Mental Health and Suicide Prevention Group
- Focused on how lived experience leadership can be defined, recognised and utilised in South Australia



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A Systems Change Focus



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systems change is social change

- *When we talk about systems change we are talking about **intentionally nudging, changing, influencing and incentivising systems to work better** for the people and the places and the communities we care about*

[Changing Systems, Power & Potential, p. 9]

- ***Requires exceptional attention to the detailed and often mundane** work of noticing and acting on much that is implicit and invisible to many but is very much in the water*

[The Water of Systems Change, p.18]

- *It is essential that systems interventions remain **rooted in action** and **do not become removed** from the people in society they are designed to help*

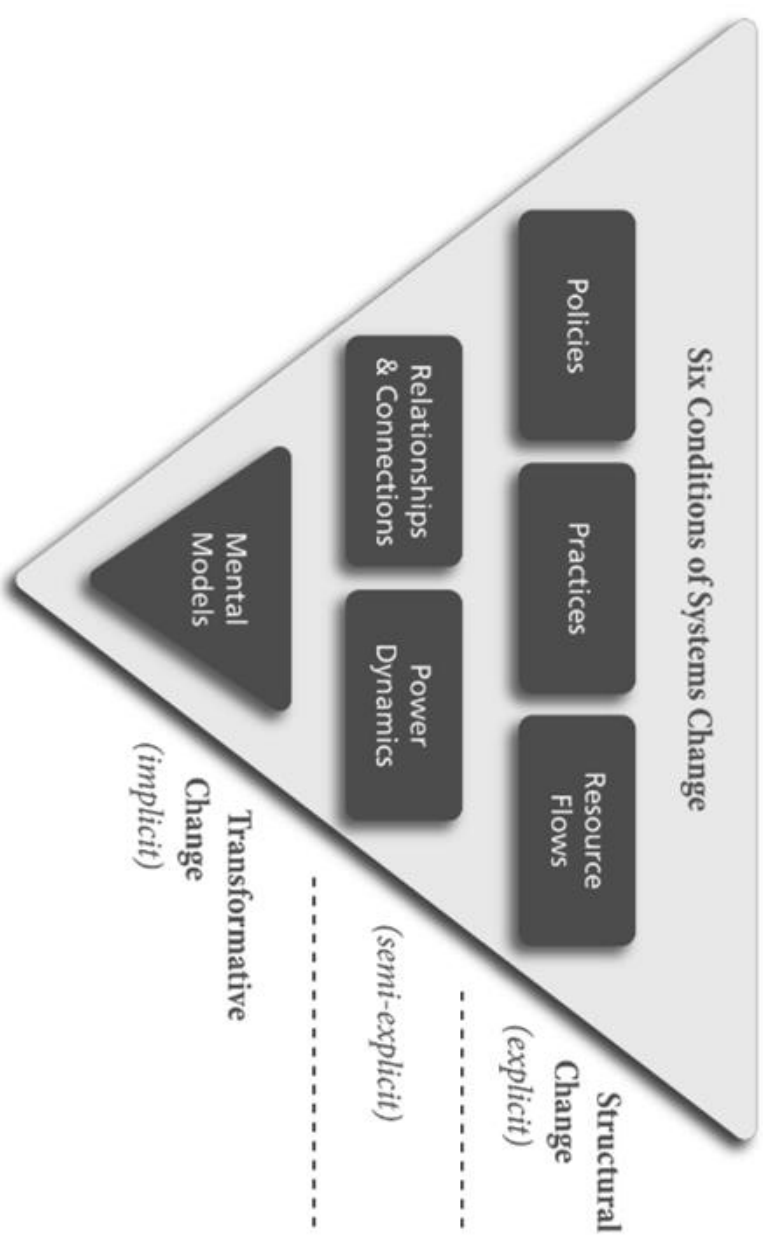


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six conditions of system change



[The Water of Systems Change, p.2]



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principles for systems change

- ***Planning for systems change***
 1. *Understand needs and assets*
 2. *Engage multiple actors*
 3. *Map the systems*
- ***Doing systems change***
 1. *Do it together*
 2. *Distribute leadership*
 3. *Foster a learning culture*

[Systems Change, p.27]



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*Programmatic interventions help people beat the odds.
Systemic interventions can help change their odds.*

Karen Pittman, CEO of the Forum on Youth Investment



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Situating Lived Experience in Systems Change and What we Have Been Doing



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personal

cultural heritage,
practices & identity

values,
hopes & dreams

identities held

privilege

experiences,
skills & knowledges

theories, policy & legislation

ethics

in relationship to others

power / oppression

human rights & social justice

professional

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socio-political



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The reason I participate in these meetings is not to solve any personal problem. One of the first things we discover in these groups is that personal problems are political problems. There is only collective action for a collective solution.

Carol Hanisch in *The Personal is Political*



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Burnout denies that it is social structures of inequity, and lack of social justice, that harm us in the work ...

Self-care is a limiting idea. I do yoga and drink water, and I have not created one unit of housing in my homeless city. Self-care does not change the context of social injustice, which is where clients live and we work

Vikki Reynolds in *An Ethical Stance for Justice-Doing in Community Work and Therapy*, p. 24



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how we have been mobilising for change in SA

- Lived experience-led research and activation [that sits inside and outside institutions]
- System & Sector Leaders Summit: Dialoguing for Change
- Lived Experience Leadership and Change Community of Practice
- Authentic co-creation



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The Conditions that Hinder Progress

www.lelan.org.au/wp-content/uploads/2020/03/Summit-1-Summary-Report.pdf



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structural change

the first level of change



- **Policies**

- Who develops and leads policy? Participation and consultation rather than LE leadership and negotiation. Little content on LE leadership positions, and advocacy within legislation eg MH acts

[Summit #1 Summary Report]

- **Practices**

- Implementation gaps, service agreement levers. Inadequate LE roles and inconsistent partnership/ council support structures. Peer support position issues. Problems in scaling up innovative programs

[Summit #1 Summary Report]



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structural change

the first level of change



- **Resource Flows**

- Funding constraints: Service leaders prioritise existing services/ beds, Low funding for LE positions, programs, engagement coordinators, reimbursement. Lack of dedicated LE specific/ consumer run national funding, and LE commissioning processes. Limited awareness of evidence of LE based service outcomes and value

[Summit #1 Summary Report & Literature Review]



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relational change

the second level of change

Relationships
& Connections

Power
Dynamics

(semi-explicit)

- **Relationships and Connections**

- Who develops and leads? Participation and consultation rather than LE leadership and negotiation. Little content on LE leadership positions, and advocacy within legislation eg MH acts

[Summit #1 Summary Report]

- **Power Dynamics**

- Disempowering position of consumers and carers accessing care. Medical model in public services and non-clinical focus of NGOs, funding uncertainties, union power, industry roles. Professional and positional power in decision making and workforce roles. Role and power of systems and individual advocacy

[Summit #1 Summary Report]



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transformative change the third level of change



- **Mental Models**

- Biomedical understandings of illness, symptoms, crisis, best responses and preferred outcomes. Illness narratives and community misunderstanding. Stigma and othering: limits to capacity and potential. LE leadership, co production, partnerships and engagement seen as cost – rather than integral value. Professional expert to client recipient. deference to clinically based services. Risk aversion and conservative approaches – not experiencing alternatives. Anxiety driven responses

[Summit #1 Summary Report & Literature Review]



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Considerations and Opportunities for the Lived Experience Community in (or leading) Systems Change



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some considerations

- What we mean by 'lived experience'
- **POWER**
- Being an **ally**
- Not setting it/us up for failure
- Outside or inside the system
- ~~Allowing~~ **Enabling** lived experience to lead



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*Obliterate stigma and tokenism ... let's get rid of that somehow and that would be what we need to thrive, because **at the moment we are just doing that kind of chip away and surviving**; something like that needs to happen before we can actually flourish*

Lived Experience Leader (ALEL Focus Group Participant)



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taking action

- Think BIG – a broad scope of lived experience leadership
- Empowering **opportunities** – what positional and funding power could we imagine?
- Sites and organisations – lived experience operated organisations and groups
- **Pathways and supports**



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We need people to actually commit and say, 'This lived experience leadership stuff is valuable; we're going to put some money at this and make sure that it happens, and happens properly'

Lived Experience Leader (ALEL Focus Group Participant)



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Bringing it All Together



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it is shifting POWER

- Which means 'nothing about us without us' as a minimum
- Realising that 'by me, for me' is what is needed



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*There is no blueprint for how to bring about systems change, and it certainly is not an easy thing to do. **Changing the way systems operate requires vision, persistence and, in some cases, luck.** At its core, systems change is about maximising social impact with the resources available, and thinking strategically about problems and solutions while setting aside personal and institutional interests*

Systems Change, p. 37



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The Hungover Pundit
@hungover_the

A friend once shared what she called the Parable of the Choir: A choir can sing a beautiful note impossibly long because singers can individually drop out to breathe as necessary and the note goes on.

Social justice activism should be like that, she said.

That's stuck with me.

21:12 · 2020-01-14 · Twitter for Android



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Project Information - <https://www.lelan.org.au/alel/>

connecting
with us



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