

# Learning from Case Reviews – Leaders & Practitioners



*With* Donna Ohdedar



The principles I will share apply to *all types of review*, whether a child safeguarding practice review, a safeguarding adults review or a domestic homicide review.

# Reviews are good at:

- ✓ problem solving
- ✓ reflection
- ✓ finding local solutions & workarounds
- ✓ can be a high quality learning experience\*

\*especially when engaging review models are used.



# Reviews Require

- ✓ perseverance
- ✓ openness to the giving & receiving of feedback
- ✓ agreement that all will reject & banish blame culture
- ✓ persistence, grit & resilience
- ✓ engagement & consultation

# Unexpected Positive Outcomes of Reviews



raising awareness



building trust and understanding across agencies\*



cathartic element - resolution & repair



vehicle for families to have their voice

\*especially when engaging review models are used




Over to You ..  
YOUR  
PERCEPTION OF  
REVIEWS ??

positive experience

negative experience

no experience



“ ”



BEGIN.



# ***Lead Courageously In Communications***

compliance  
v culture of  
support






# Over to You .. Statements in The Media ??

your organisation

our profession

what does good look  
like?



“ ”





***harness the  
support.. of  
the multi  
agency network***





## CHOOSING A REVIEWER



# The Problem

"SOME REVIEWS I HAVE COMMISSIONED IN THE PAST HAD CRYPTIC LEARNING AREAS, WHERE THE PARTNERSHIP COULD NOT UNDERSTAND WHAT WAS BEING ALLUDED TO..."

"...ONE REVIEW HAD PARTNERS SEEKING LEGAL ADVICE WITH BARRISTERS AT THE PARTNERSHIP ABOUT THE INFORMATION HELD IN THE BODY OF THE REVIEW..."

## The Solution

"...WITH SILP THE REVIEWERS HAVE BEEN OF HIGH STANDARD AND THE REVIEW PROCESS MUCH LESS THREATENING TOWARDS FRONT LINE WORKERS, WITHOUT AVOIDING AREAS REQUIRING FURTHER STUDY."

"...WHERE I HAVE RECOMMENDED SILP REVIEWERS TO OTHER PARTNERSHIPS BOTH LOCALLY AND NATIONALLY, IT IS NOT AVOIDING KEY ISSUES, BUT DRAWING OUT THE DETAIL THROUGH CAREFUL, JOINT CONSIDERATION OF THE ISSUES OF THE REVIEW IN A NON-THREATENING MANNER, ALLOWING THE LEARNING TO BE UNDERSTOOD AND FIRMLY EMBEDDED."

*Need for  
quality  
reviewers*

ENGAGEMENT+ PROPORTIONALITY+ STRENGTHS = SILP™

[WWW.REVIEWCONSULTING.CO.UK](http://WWW.REVIEWCONSULTING.CO.UK)





## → ***engaging review model***

engaging directly with practitioners

families are part of the process, not just 'invited'





blame



# *Systems Methodology...*

James Reason: inheritors of a defective system





# Governance

- report authors one step removed
- person who signs off : responsible for implementation of recommendations







**scoping : those closer to the action**

**report author : expert in field**

**sign off arrangements**





# *Culture of Confidence & Support*

CREATING THE CONDITIONS



A top-down view of a desk with various items: a white tablet with a black screen in the center, a white cup of black coffee in the top right, two green pencils with gold erasers in the top left, a brown leather watch with a white face on the bottom left, and a dark brown leather wallet with a gold keychain on the bottom right. The background is a light-colored wooden surface.

***You are the Expert***  
**You advise the Review**





*Deepen Contextual Knowledge*  
cuts, uncertainty, caseloads, restructures.  
access to supervision



# Why commission a SB review?

- ❖ *“To align with social work & other professional practice*
- ❖ *To learn from what went well*
- ❖ *To make the process more comfortable for practitioners.”*

Board Manager, August 2020



When your practice model is  
strengths based..

*“ We are all using strengths based  
models & reviews started to feel  
incongruent”*

Board Manager, August 2020

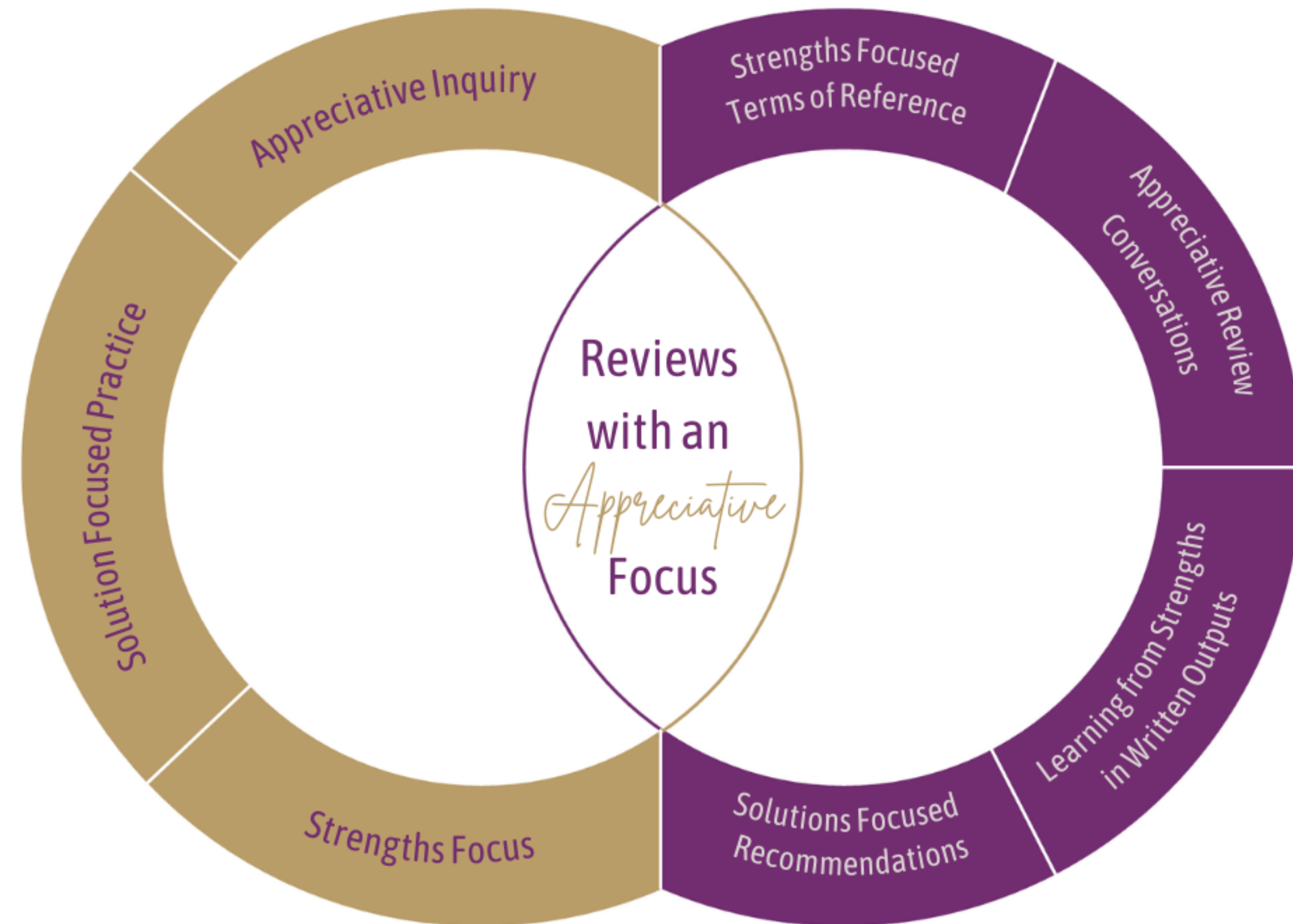


Approach	Where it came from	What its focus is	The kinds of things we ask about
Appreciative Inquiry	Organisational Development	Helping organisations and teams grow	What is working well? What future shall we aim for?
Solution Focused Practice	Solution Focused Brief Therapy	1-2-1 conversations with clients focused on helping the client have the life they want	What does the client want? What already works?
Strengths Focus	Positive Psychology	Identifying the strengths in individuals, teams and organisations, playing to those strengths, and building on them	What are your/our strengths? How can we make more of them?



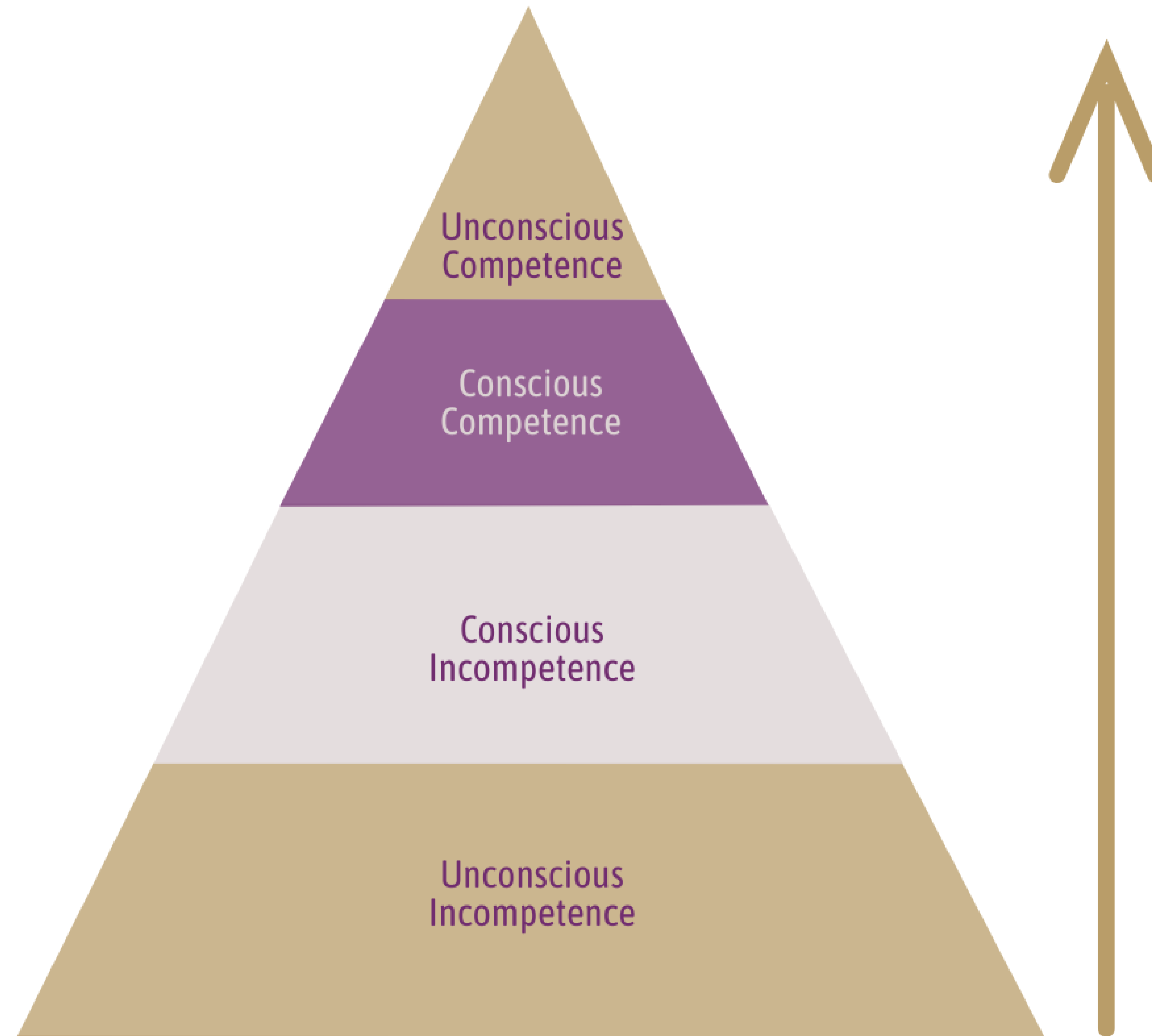
# Reviews With An Appreciative Focus

developed in consultation with  
Mike Roarty, author '*Strengths  
Focused Leadership*'





# 4 stages of competence or learning



[Often attributed to Maslow but first expounded by Broadwell in 1969]



# Benefits

- ❖ *increase motivation & engagement in a review setting*
- ❖ *encourage greater performance*
- ❖ *Enable teams to be more effective in managing change*





## *the research*

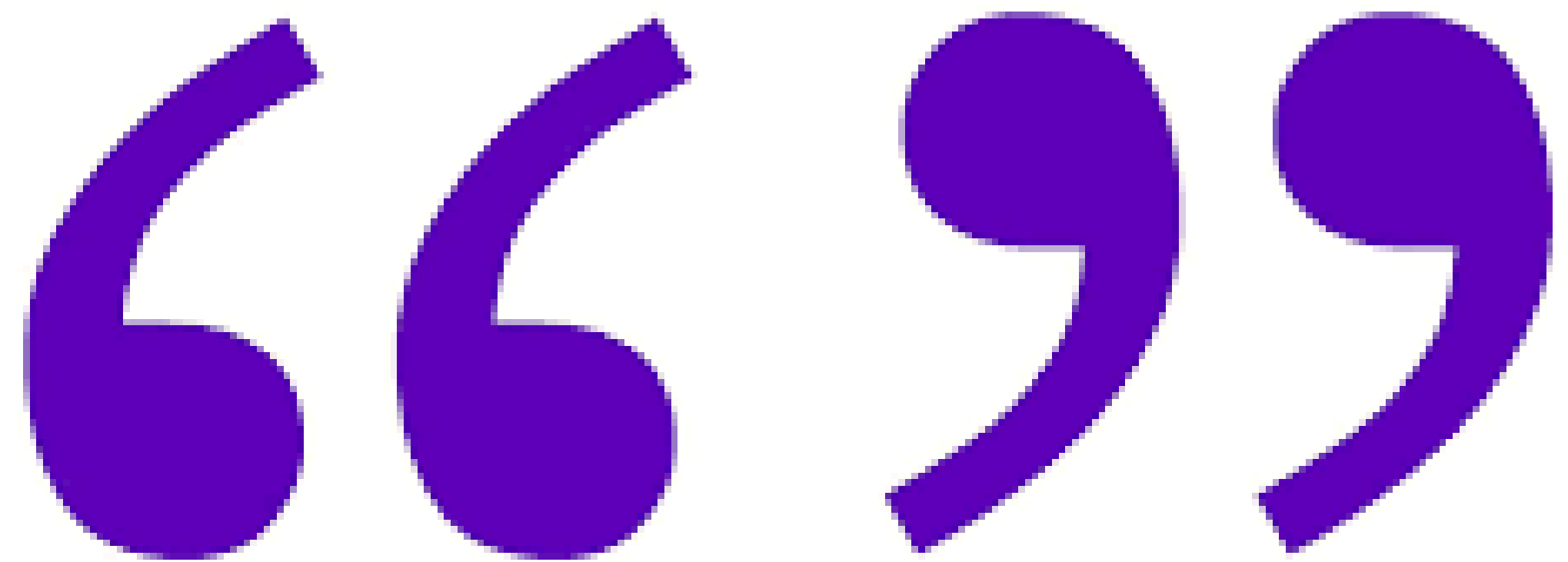
- ❖ engagement increases 9% v 73%
- ❖ leaders who focus on strengths increase team engagement **eightfold**

Rath, T & B Conchie (2008) on Gallup's analysis of research with 1 million work teams – staff engagement with leaders



## Over to You .. How naturally strengths focussed are you??

- (1) experience of a strengths based review (3) or (4)
- (2) I have a review in which I could try this (3)
- (3) sceptical - prefer traditional approach (1)
- (4) inexperienced – ready to learn (2)

A large, stylized purple quotation mark graphic consisting of two opening quotes and two closing quotes, arranged horizontally. The graphic is enclosed within a thin purple rectangular border.



A top-down view of a desk with various items: a white tablet with a black screen in the center, a white cup of coffee on a wooden coaster to the right, two green pencils with gold erasers above the tablet, a brown leather watch with a white face to the left, and a dark brown leather wallet with a gold keychain to the right of the tablet. The background is a light-colored wooden surface.

***The Scale of 1 to 10***  
**Give Current Practice a score  
1-10**





*Question :*

How do you move it up the scale?



# Strengths focused questions...

*'Using a scale of 1-10  
please rate the work of  
practitioners to address  
concerns about substance  
misuse & mental health.....  
How could the rating be  
increased in future  
practice in a similar case?'*







where were the missed opportunities to...



how well did agencies assess..



# Over to You ...

## *Strengths Focused Questions*

- (1) Spot the **deficit** focused questions
- (2) Identify **strengths** focused questions
- (3) Which ones are **neutral**?





## *Strengths focused Terms of Reference*

1. Could communication & information sharing have been improved during the scoping period?
2. Were there missed opportunities to exercise professional curiosity?
3. How well did agencies identify & assess the victim's own perception of her experience?
4. How much priority was given to understanding the family's lived experience?
5. Please comment on agencies response to x, y, & z...
6. Identify examples of strong practice, both single & multi agency.





## ***Introduction to Harry***



*Harry...*

Written outputs: agency reports,  
overview report







## → **recommendations**

example

The C.A.R.E Northumberland approach continues to be implemented and embedded across services & the impact of the improved response to adversity & trauma across childrens & adults services is evaluated.





AVOID THE QUEST FOR THE SUPERHERO





## *Engage with service users....*

Experience of services

TRY : ‘what went well?’

‘what did not go so well?’

‘how can we do it better?’



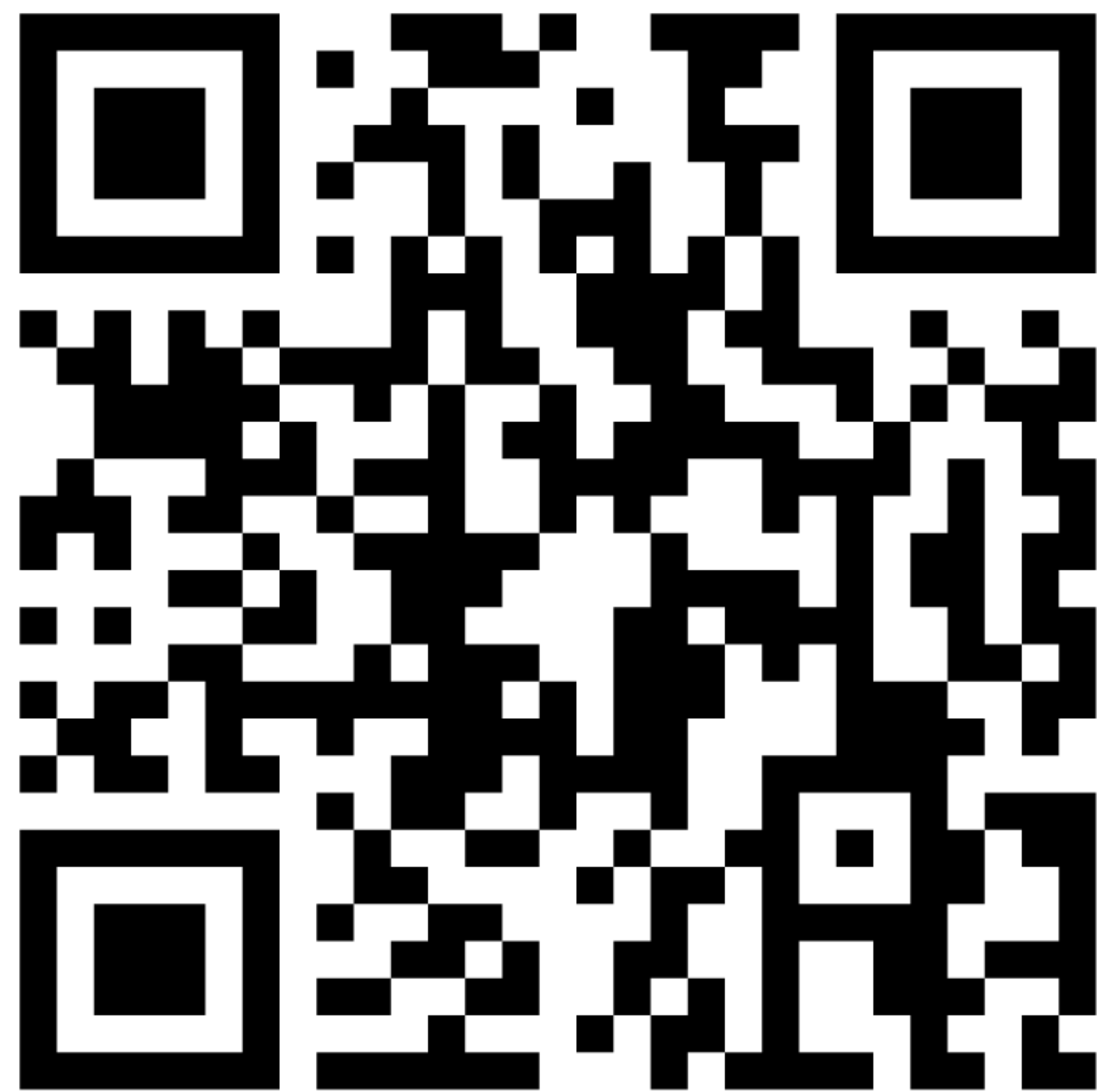
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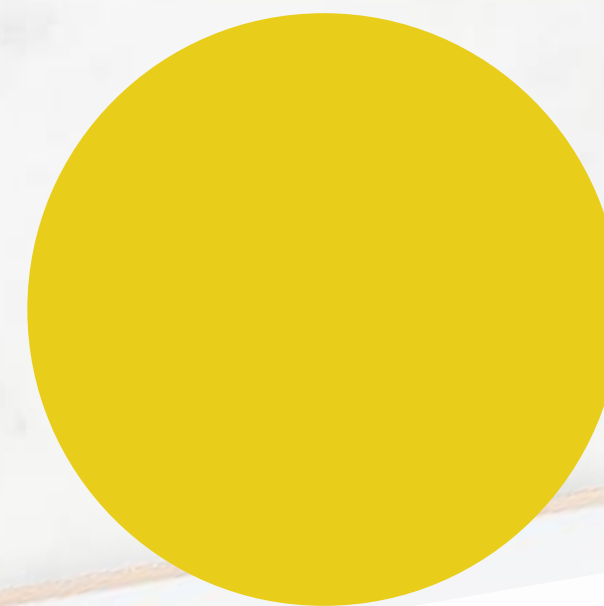


Download the  
Definitive Guide to Independent Reviews  
Scan the QR code





Assess me  
now



## The next step for you?

<https://silpassessment.scoreapp.com/>

- ❖ *involved in reviews* – or want to get started
- ❖ ready for meaningful work *without sacrificing work life balance*
- ❖ want to join our supportive network of skilled reviewers who are trained to *offer our trademarked methodology\**

\*200 cases since 2009