

DESTROYING WAITING LISTS



MASSEY UNIVERSITY

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New Zealand

The Context

Albany

Manawatu

Wellington



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The Context



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The Problem

2010

- Staff could not grow any further
- 30 minute “duty sessions”
- Waiting lists – rated on “urgency”
- Many not seen at all or a very long wait.
- 736 clients – 3600 sessions – 4.9 average
- Management and counsellor burn out
- Risk

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The Proposal

The Cardiff Model September 2008

- Online self assessment
- Single 90 minute therapeutic consultation (TC) – to differentiate from “traditional counselling” - 15 minute follow up four weeks later
- Use of CORE (outcome measure)
- Consideration of ongoing brief therapy up to four sessions:
- Further sessions up to total of 10
- Possibility of referral to “associate counsellors”
- Educational service – not adjunct to primary care.
- Very well received by students

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The Massey Model

Start of 2011

- SFBT training – video and seminar based
- Online questionnaire
- 90 minute **TC** solution focussed brief therapy session
- Four further sessions – not weekly counselling!
- ORS and SRS in every session
- Fortnightly case management
 - Referral & / or additional sessions
- Daily **Emergency (E)** session
- Daily 30 minute **Quick Question (QQ)** sessions

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Range of other Workshops

- Clients need to be connected in a variety of ways
 - Ways of Wellness (On-Line) <http://crow.massey.ac.nz>
 - Weathering the Storms of University Life
 - Keeping on an Even Keel
 - “Keeping Safe and being Successful”

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The Massey Model

- On-line questionnaire (out of 10)
 - Well accepted by students 7.2
 - Not especially worried about security & confidentiality 7.5
 - Not too long 6.6
 - Helpful? Well perhaps so 5.8
- The 90 minute TC
 - Effective 8
 - Sufficient on its own 6
 - Satisfied the counsellor listened and understood 9

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For the Bean Counters

	2010	2011
Clients	738	761
Sessions	3600	2784
Average	4.9	3.65
Single session	255	257
1 – 3 sessions	63% (72% clients < 6 sessions)	65% (81% clients < 6 sessions)
11 + sessions	102	40

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What clients have said!

- *I worked with two different counsellors – one was more respectful of me and allowed me to work at my own pace whereas the other seemed to have her own agenda a bit.*
- *When I said the initial session wasn't adequate on its own it was because I needed more sessions to resolve the issues. The counsellor was wonderful – she is the one I have related to the best of all those I have seen*
- *The speed of getting an appointment was good and fast*
- *I felt after the first session that the counsellor expected immediate change and that didn't happen because of all the things going on around me.*

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What clients have said!

- *I felt like my counsellor was good but the entire thing was a bit rushed and I was slightly put off talking about my issues because I was told the session was short term. I did not want to ask how many sessions were permitted. I didn't want to bring stuff up that would take a while to resolve*
- *Alter the time-space continuum so there are more hours in the day*
- *I think it did not help because I was aware that I had already had four sessions so wanted to save the fifth for later.*
- *The service filled the need at the time I used it. I would use it again if there was another need.*

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Next Year

- Secure Server (<https://...>)
- Case Management after three contacts – review ORS – referral?
- How we raise the issue of limited sessions
- More SFBT training & on-going coaching
- Include DUTY sessions of 60 minutes to replace some QQ sessions

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What we I have learned

- The model enables the sessions
- Not a “single session model”
- Fewer referral sources available here
- Not easy for counsellors!
 - Harder for part-time colleagues
 - Some presenting issues harder
- No central waiting lists - counsellor has clinical responsibility
- Different for the clients
 - Manage expectations
 - Articulate our model to them (wellbeing / resilience / education)

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What we I have learned

- Focus on the goals / presenting issues of the clients!
 - Easier when clients are clear about these
 - Focus on **their** agenda
 - Need faith in the client – let go more
 - Manage own concern at their distress
- Being With
 - Importance of being ‘experience near’
- Crisis Intervention model – smaller intervention if in the critical moment
- Focus on changes

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What we I have learned

- Avoid booking ahead
 - One session five times?
- Counsellor joins the dots **for** the client



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Final Thoughts

- The potential for the whole thing to descend into chaos was always there but in the end the risks seemed smaller than the greater risk of doing nothing
- People are not Toyota cars but resources are finite and we have a responsibility to use them to provide maximum access within available constraints
 - John Cowley, Cardiff University
- The weight of the waiting list!
 - Is that harder for managers?

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Very Final Thought



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Very Final Thought



We have a choice

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Thank you for listening



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