

PERSONALISATION

1. INTRODUCTION

In September 2012 the One East Midlands and ADASS East Midlands put forward a proposal for joint work to shape the personalisation of social care services across the region. This work brings together the third sector and local authorities to analyse some areas of work in which the co-development of services could result in long term improvements in outcomes for service users. This is an innovative approach to joint working and the first phase was delivered through four task and finish groups.

The four task and finish groups were based on the following priority themes:

1. Think Local; Act Personal (TLAP) /Making it Real
2. Market Development
3. Advocacy/Brokerage
4. Managed Accounts.

The purpose of these groups was to consider key themes of adult social care with the following objectives:

- Identify current issues in relation to the theme;
- Identify existing models of good practice that deliver improved outcomes (from whatever source);
- Agree actions and recommendations to take forward;
- Consult on findings ;
- Publish findings.

This report presents the main findings from the four groups alongside a series of recommendations for consideration by ADASS, the VCS and other partners.

2. METHODOLOGY

The task and finish groups included VCS providers linked to the One East Midlands Health and Social Care Network together with representatives from local authorities involved in the personalisation agenda. Some of the groups also had service users involved. Each group met twice during the period from January to March 2013 and the meetings were co-facilitated by a LA representative and a VCS representative. Each group was provided with draft Terms of Reference which were agreed at the initial meetings, together with a facilitator's guide and a draft agenda. The work was jointly supported by One East Midlands and ADASS EM.

3. KEY FINDINGS

3.1 Think Local; Act Personal (TLAP) /Making it Real

'Making it Real' offers a potential means of kick – starting a refresh of personalisation. It is obviously not the only way and not necessary if partners in personalisation are already getting on with it. It can offer the following:

- A lever or driver to refresh and re-invigorate personalisation; retaining focus on outcomes within the local authorities.
- A tool or framework to bring partners together as equals.
- A mechanism for sharing ideas and best practice between sectors and areas
- A way of engaging local authorities' providers, voluntary sector organisations and citizens and carers; potential driver of co-production.
- A way of continuing the culture and behaviour change required to make personalisation really impact and transform.
- A means to drive alignment between personal health and social care budgets
- A useful and meaningful platform for VCS/LA dialogue outside the traditional commissioner : supplier relationship

3.2 Market Development

All local authorities represented have made significant progress in the development of Market Position Statements (MPS).

- Meaningful provider engagement to help inform market development activity has been limited across the region.
- Where market development is contained within a commissioning function of a local authority activities are typically limited to the production of MPS documentation.
- There is evidence of different approaches to market development where local authorities employ dedicated market development personnel.
- The strategic relationships between market development activity and wider local authority functions remain under-developed.
- The relationship and respective responsibilities of market development teams and infrastructure and support organisations working to transform social care requires further clarification.

3.3 Advocacy/Brokerage

A main key success factor should be a clear process for the customer journey that has good information resulting in customer satisfaction first time. Better relationships and improved communication could be achieved, especially that between 'support planning & brokerage' without the customer feeling as though they have to relay their needs repetitively. It was reported that on average that a person has to tell their story 28 times before a resolution.

Managing people's expectations, providing clarity and consistency about how Personal Budgets can be used would help make meaningful choice more achievable. Meaningful choice does not necessarily mean 'open choice' as this also could prove difficult to

manage, and clearly there is a need for parameters. There was extensive discussion over monitoring and compliance and whilst there is an agreed understanding for monitoring, it was felt that it should be in line with duty of care but remain proportionate.

3.4 Managed Accounts.

A number of barriers to the increasing the overall uptake of Direct Payments and use of Managed Accounts as well as many opportunities to improve take up and associated outcomes were identified:

- Information provided by Local Authorities on personalisation is not always clear, People are often not aware of what they can get, who to speak to and how they can change their arrangements if they are unhappy.
- The accuracy and quality of information provided by staff, depends on who is presenting the information to the person – consistency in knowledge across front line staff still needs to be addressed.
- Throughout the East Midlands and the UK there is too much jargon / language used within each authority to describe the various aspects of personalisation. Terminology is different within and between Authorities, causing confusion. Many people then feel Personalisation is complicated and onerous, which is a view shared by both Providers and Service Users.
- People are used to a certain style of services (mainly older people) and do not wish to change. Older people coming into “system” seem less reluctant when discussing personalisation.
- Different interpretation by legal teams in each local authority around what can and cannot be done. In particular their interpretation of the risk to the authority and consequently what they advise gets put in to practice.
- Reluctance from some providers to move towards a personalisation model of service delivery and away from commissioned services – concerns over sustainability.
- Fear of fraud in the system - affects relationships at local authority, provider and service user level.

4. RECOMMENDATIONS

4.1 Think Local; Act Personal (TLAP) /Making it Real:

- 4.1.1 That Making it Real (MIR) is promoted as a means of continuing progress on personalisation within local authority areas across the East Midlands.
- 4.1.2 That consideration be given to regional resources devoted to supporting local authority areas in refreshing their approach and making progress.
- 4.1.3 That each local authority be asked to consider, with key partners, the use of MIR within their area and provide a position statement on their progress and use of MIR.
- 4.1.4 That MIR be promoted to and through VCS channels to encourage wider take up and engagement with local authority activity; developing further the approach within individual organisations and across the sector.

4.2 Market Development

- 4.2.1 To hold a regional provider engagement event. This would bring a much needed sense of a provider perspective to help inform current needs, challenges and opportunities around social care transformation.
- 4.2.2 To assess current social care provider awareness and usage of Market Position Statements via engagement event.
- 4.2.3 To develop market development work plans across the region which are informed by the needs of providers to assist the process of social care transformation.
- 4.2.4 To stimulate appropriate market development practice and develop relationships with local authority functions in commissioning, procurement and social care.
- 4.2.5 To proactively integrate MPS teams and agree the complementary role of infrastructure organisations to support social care transformation. There is an emerging opportunity to connect good practice in both health and social care market development through the work of Health and Wellbeing Boards (HWBs).

4.3 Advocacy and Brokerage:

- 4.3.1 To create and retain a mechanism to continue dialogue with each other to provide a means to share information and practice and learn new ideas and approaches that extends beyond just local authorities.
- 4.3.2 LAs actively promote the availability of commissioned advocacy services to ensure that in the majority of cases an individual's need is addressed and the customer is satisfied first time.
- 4.3.3 To identify tools and resources available to help in trialling pilot services or systems and evaluating and improving as a result of findings.
- 4.3.4 To consider the development of joint training for front line staff on the separation between the roles of brokerage, commissioning and independent advocacy.

4.4 Managed Accounts:

- 4.4.1 Define, agree and use common definitions and terminology. A mapping exercise is required across the region to determine what terms are used and what they mean, these could then be aligned.
- 4.4.2 Investigate use and benefits of Payment Cards. This would enable people to access a provider of their choice, whilst enabling the authority to move away from block contracts, thereby enhancing local market development. Consider running a pilot.

- 4.4.3 Identify tools and methods to retain focus on outcomes as opposed to process and audit.
- 4.4.4 Set up a regional Direct Payments group that can support the LA's to share best practice and work through issues.
- 4.4.5 Undertake a mapping exercise across the region to understand current levels of user and carer satisfaction. Share effective practice through the ADASS and working groups.
- 4.4.6 Undertake a formal assessment of incidences of fraud and use this to inform forward planning and risk assessments.
- 4.4.6 Share good practice on the wording of the agreements / contracts and any literature that is given to users and carers, including easy read versions.

5 SUMMARY and CONCLUSION

Individuals taking part found it hugely beneficial to work across the sectors in this way. Initially here was some concern that there may have been a conflict of interest with providers taking part but 'rules of engagement' were quickly established which meant that the interests of individual organisations were 'left at the door'.

'Making it Real' was recognised as a useful tool and as such, should be promoted as a way for LAs to continue to make progress on personalisation. The provision of regional resources needs to be considered in order to support LAs in refreshing their approach and to make progress.

There were a number of recommendations where it was felt that a regional approach would be beneficial. There were areas where the continuation of sharing of learning and good practice were seen to be helpful which were to set up a regional Advocacy and Brokerage group and a regional Direct Payments group. The Managed Accounts group suggested that it would be beneficial to share agreements, contracts and other material given to users and carers and to investigate the use of payments cards together with the possibility of running a pilot. Both these groups recommended a regional approach to the identification of tools, resources and methods.

A strong recommendation from the Market Development group was to have a regional provider event to enable the needs of providers to inform the process of social care transformation and the development of market development work plans.

The Managed Accounts group felt that there could be benefit from mapping regional activity around levels of user and carer satisfaction and of incidences of fraud which could inform forward planning and risk assessments. They also thought it would be useful to define and agree common definitions and terminology for use across the region.

The groups also made a number of recommendations for Local Authorities to consider around market development, the promotion of advocacy services and the promotion of Making it Real with the VCS.



This short piece of work has demonstrated that across the region, there is an appetite for joint work between LAs and the third sector based on a mature relationship and that there are significant benefits from taking this approach as demonstrated in the findings and recommendations identified by each task and finish group.

Quotations from attendees:

"When I walked into the meeting I thought I knew all there was to know about brokerage and advocacy. The discussions challenged my understanding, changed my thinking and have given me a fresh outlook....which I will ensure is cascaded into student education"

Jim Dooher, Principal Lecturer Senior Research Fellow, De Montfort University

"I have enjoyed this experience very much, and it will certainly influence our progress and future development"

Sarah Stuart, Derby City Council