Lose-lose or win-win?
Personalisation in tough times

Martin Routledge
• The sector-wide partnership agreement finalised April 2011
• Sets out our commitment to moving forward with personalisation and community-based support.
About the Partnership

• More than 30 national and umbrella organisations representing the broad interest in transforming adult social care across England have committed to working in partnership.

• The organisations who joined the partnership will work collectively to develop and share innovative practice so all citizens have more choice and control over the support they experience.

• Picks up where Putting People First left off but importantly represents a key shift from government-led to sector-led activity.

• Will meet quarterly and is hosted by the Social Care Institute for Excellence.
TLAP

• Priorities: SDS, use of resources, co-production, provider and workforce development, information to public, community capacity

• Markers of progress

• Sharing learning (products, web, bulletin, workshops, regional links)

• Partners activity and commitments, linking and influencing
Context

- Strong budget pressures
- Changed delivery environment
- Policy expectations
- Learning from past few years
Policy

- Law commission
- Dilnot
- Vision for Adult Social Care
- NHS reform
- Public Sector Reform White Paper
Personalisation

- Continuing consensus on personalisation
- PB outcomes positive (POET), process very problematical
- Expansion across other parts of public sector likely
- ADASS - PBs over 30% but very variable
- Direct payments stalling, government determined, 2013 goal
- Authenticity of managed PBs?
Issues and challenges

• How can we deliver personalisation at a time of cuts?
• How can we manage spending without creating more bureaucracy?
• Lose-lose: less money, less choice, worse outcomes, more disputes and JRIs
• Win-win: reduce process, unlock better ways to use money
Audit Commission

- Some spending going up – especially for people with learning disabilities
- Short-term transactional change can deliver some savings but …

“Councils will still need to implement large-scale, transformational change.... Prevention, personalisation, building community capacity and a shift to independent living in the community”
Balance of resource use

For All (universal):

• Information about care and support; keeping healthy/independent; consumer focussed (inc. quality info)

• Supply to enable choice and quality; facilitating market development, community capacity, supportive to/building around people and families

• Advisory services some specialised, to help explore options, choose (and secure?) support
For Some:

• Financial contribution to care/support (PB)
• Targeted enablement/rehabilitation
• Ongoing help to secure/manage; ‘protect’
Big question for councils

How to achieve strategic use of resources that focuses on delivering key transformation objectives while reducing spend overall and not just concentrating on the latter irrespective of whether it impedes the former
• Councils spend average £35m of every £100m on non-residential care and support

• Approximately £5m of this via PBs

• 50% of this via DPs (but expected to increase quickly)

• Therefore commissioning will have to change significantly in nature
Where next?

Less of the same or something different?

• Prevention (information, primary, secondary)
• Reduced SDS process including simple plan sign-off, outcomes focus, reduce restrictions
• Shift professional roles, externalise support planning etc.
• Build and support community capacity (beyond ASC)
• Market and provider development
Reducing paid support

• In the North West, a group of providers got together to share learning about how to rethink the way support is provided and reduce the use of paid support (new practices, technology, social capital)

• The group has published a report entitled *Altogether Now: Thinking differently about how support can be provided*

• Includes useful top tips and a wealth of case examples
Reducing process

- Provisional independent evaluation shows savings of 49% compared to previous DP account management process. Projected saving on 800 people £0.5m

- PB take up increased as fears of burdensome process decreased
Social Capital

Professor Martin Knapp (LSE) research for Building Community Capacity project

- Does investment in building community capacity have the potential to prevent or delay the need for social care?
- Does it have other impacts on individuals and communities that, in turn, will generate cost savings or wider economic benefits?

The initial study showed that each approach resulted in savings in quite a short time period:

- **Time-banking** - cost per member per year = £450; savings per member per year = more than £1300 (conservative estimate)
- **Befriending** - cost per older person per year = £80; savings per person per year = £300
- **Community Navigator** costs = £480; savings = at least £900 per person in the first year
Externalising support planning

- Essex Coalition of Disabled People (ECDP) is an example of a user-led organisation which is working with the county council to shape and inform the approach to support planning.
- ECDP won an open tender to complete 300 support plans each year
- The organisation’s approach promotes the active involvement of people themselves in their own support planning
- Over 90 per cent of people need just one visit from a support planner
- So far, every person who has used the support planning service has taken up a direct payment for all or part of their support package.
Supports providers to learn from innovative practice in delivering personalised services and demonstrates for commissioners the kinds of services and behaviours they may wish to commission and incentivise.
• Helps commissioners and others with a stake in shaping local markets to understand and assess their progress in delivering personalisation in adult social care.

• Organisations can rate their progress and develop action plans for next steps against a number of key challenges involved in commissioning a diverse market of personalised support.
Some new work by Think Local, Act Personal

- Minimum business process – only do what actually needs to be done
- Re-configuring support planning - separating sign-off from detailed planning; more support for self-help; externalising advice and assistance
- Direct payments advice
- Products on building community capacity
- Strategic deployment of resources