

Individual Service Funds with people living with dementia at Bruce Lodge, Stockport

Introduction

The commissioner of services for older people in Stockport was aware that personalisation had largely been considered in relation to people who were living in the community and this meant that people living in care homes may not have been able to benefit. They were also keen to understand how the principles of Individual Service Home could be applied for people who were living with dementia, and decided to look for a local provider who would be willing to work with them to explore this in practice. They sent a copy of the book describing how these principles had been applied in residential care (Making it Personal for Everyone, <http://bit.ly/18Ry6da>) to all providers of services for people living with dementia in Stockport and asked for expressions of interest in being part of a pilot project. There was one expression of interest – Borough Care Ltd, who had 11 care homes for older people and people living with dementia. The project was to use the principles of ISFs with the 43 people living with dementia at one of these homes, Bruce Lodge.

Background information

This case study is a good example of partnership between the local authority and a provider in developing ISFs. The commissioner and provider worked together through a monthly Leadership Team meeting to oversee the project, problem-solve, celebrate and share successes. The commissioner wanted to develop an approach that could then be used across the borough with other providers, and learn what needed to change at a council level for example, with regard to contracts and compliance. The commissioner supported the provider by commissioning support through a training and consultancy team, who also facilitated the leadership team meetings. Other than this support, the expectation was that the provider offered a more personalised service overall, and introduced an individual allocation to each person, at no extra cost.

The Bruce Lodge Leadership Team did not try to deconstruct the block contract into individual budget allocations. They saw this as important in the future, but decided to begin by identifying how many hours could realistically be under each person's personal control within the staffing compliment at that time. This led to a 'budget' of two hours support a month per person being agreed. The leadership team used three ways to gather data. The first was to use the care homes self-assessment '[Progress for Providers](#)' to see how personalisation was being delivered. The other two were the

Quality of Interactions Schedule, an observational audit tool and completing a Dementia Care Map.

Here is a short film that describes the process:

<http://www.youtube.com/watch?v=LlPlj8etSYU&sns=em>

Findings

Although the individual allocation was small, in accordance with the principles of ISFs, the person needed to choose how they used their two hours, choose when then wanted to use it, and choose who supported them. The planning process also needed to be proportionate to the allocation. To achieve this, each person had an hour and a half planning meeting, with their family where possible, and the manager, to develop their one-page profile (<http://www.scie.org.uk/publications/elearning/person-centred-practice/>), decide how they wanted to spend their allocation, when and where. The one-page profile was important as the aim of the project was to personalise the service to the individual as well as offer an ISF. This 'one-page profile meeting' (<http://bit.ly/1cWn8Es>) as it was called, uses the following person-centred thinking tools;

- Working and not working from different perspectives (this resulted in an action plan to change what was not working)
- Good days and bad days (used to inform the one-page profile)
- Communication chart (used to ensure that staff know how the person communicates – key to personalisation)
- If I could I would (to decide how to spend the allocation)

The decision about who to support the person in how they wanted to use their allocation was made by the manager with the person where possible, based on staff one-page profiles. Every staff member (including housekeeping and admin) had a one-page profile that included information about hobbies and interests. The decision about who supported the person was based on getting a good match around personality and shared interests. Here Lisa Martin, the manager, describes the process for Ken: <http://www.youtube.com/watch?v=RiflIt-prAc&list=PLjB3u9kDbySEwxTpiFtaI5k8aGb525DT0&sns=em>

This had a significant effect on staff morale (at a time when terms and conditions were also being re-negotiated across the organisation). Lisa Martin, the manager says that the benefits of the approaches used during this personalisation project have been 'just incredible'.

"Matching individuals and staff around shared interests has been a real win-win, for the person, doing something that matters to them with someone who is enthusiastic about it, and for the staff, having an opportunity to share a hobby or interest at work."

Lisa Martin

Lisa ensures that all of the individual time is built into the rota with the chosen staff member. After six months there was a person-centred review to check on progress, and see if the person wanted to change how they were using their individual time. The information from person-centred reviews is also used to inform Working Together for Change (<https://youtu.be/Xo3KxjNvG0M>) with the commissioner. The emphasis from the beginning was supporting people to use their individual time in the community. At the entrance to the home there is a community map with photos of people using their individual time.

After a year, Lisa and the team looked at how they could extend the hours that the person receives, and build greater community connections. They are now working with Community Circles to do this. Here is a blogsite which includes stories of Community Circles at Bruce Lodge www.communitycirclesblog.wordpress.com

The Quality of Interactions Schedule and Dementia Care Map (completed independently) demonstrated quality of life benefits to the individuals. Families saw a difference, for example, Maureen, the daughter of Winifred who lived in the home said:

'Mum can be heard singing aloud as she carries out the chores she did so routinely in her own home before she moved here. She is happier, chatting more, using fuller sentences, is sleeping better and generally more alive.'

Lisa reported that the staff at Bruce Lodge moved from a task focus to a relationship focus.

ISFs also had an impact on the organisation with over 100% increase in enquiries to Bruce Lodge, over 50% of these specifically mentioning the 'personalised time'. Lynn, whose mum recently came to live at Bruce Lodge commented, *'It was the idea that mum would be able to continue doing some of those things that brought her such joy, such as going to a show or to see horses that made us choose Bruce Lodge'*.

The commissioner positively describes the impact of this on commissioning here: <http://www.youtube.com/watch?v=GBv41JkIbeI&list=PLjB3u9kDbySEwxTpiFtaI5k8aGb525DT0&sns=em>

Solution

The process for introducing ISFs to a care home for people living with dementia can be built into and significantly enhance the existing processes in good care homes. The one-page profile meeting could be an extension of the initial assessment as someone joins the care home, and can result in

additional person-centred information, for example the one-page profile and communication chart, as well as how the person wants to use their individual allocation of time.

Staff having their own one-page profiles is central to this process, as the information is needed for the matching process. The project achieved this without taking staff out of the workplace on training. In the future, one-page profiles for staff can be part of the recruitment and induction process.

People living in care homes are required to have annual reviews, and at Bruce Lodge, with support from contracts/quality team, they replaced this with a [person-centred review](#). The Working Together for Change process, provides important information to inform commissioning decisions and business development for the provider.

The Bruce Lodge story is described in more detail:

Making Individual Service Funds Work for People with Dementia Living in Care Homes, Helen Sanderson and Gill Baily with Lisa Martin. <http://bit.ly/1J4Cysv>

The individual Service Funds Handbook, Implementing Personal Budgets in Provider Organisations, Helen Sanderson and Robin Miller. <http://bit.ly/1Ij81QT>