

SUBJECT:	Turning the World Upside Down
DIRECTORATE:	Social Care and Health
MEETING:	Adults Select Committee
DATE:	13th October 2015
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

To update the Adults Select Committee on the process of transformational change of at home support.

2. RECOMMENDATIONS:

That the Adults Select Committee endorses the approach to Turning the World Upside Down and review progress and the approach at regular intervals.

3. KEY ISSUES:

The Position Statement and Way Forward Document attached as Appendix 1 outlines the scale of the challenge to turn the world of at home support upside down, the efforts made to date as well as the plan to make this a reality.

Specifically it seeks the Adults Select Committee's support to:

- Change the conversation about the way at home support is offered through the independent sector;
- Build relationships with like-minded providers and start to experiment about providing at home support in a very different way under very different commissioning conditions and thereby really start Turning the World Upside Down.

4. REASONS:

- With the exception of a discrete, in-house, trailblazer - the Raglan Project (which is being rolled out across in house at home support), all current at home support services are based on the traditional model of time allocated slots to provide personal care tasks.
- Commissioned at home support is delivered via a framework agreement with five providers. This agreement has been extended for a further two years until March 2016 to enable the development a longer term strategic approach to how we support people at home. A significant proportion of at home support is provided outside of this contract through a number of approved providers.
- Over the last three years the Council has developed a clear strategic direction which firmly places the person at the centre. In accordance with this, the future approach to at home support must be sustainable and strength based, enabling people to take responsibility for their own lives and promoting independence.

- In accordance with the new Adult Social Care Commissioning Plan, our commissioning approach must encourage the development of more cohesive and trusting relationships with providers and potential providers.

5. RESOURCE IMPLICATIONS:

Understanding the financial implications and potential constraints of Turning the World Upside Down has been built into the work programme for the next phase. In embarking upon this transformational change we are mindful of the financial challenges facing local government.

In terms of the resources needed to realise the ambitious outcomes, we are conscious of competing priorities within a limited staff group and also the potential need for expert help. Should additional support be required the necessary permissions will be sought.

6. EQUALITIES AND SUSTAINABILITY CONSIDERATIONS

An Equalities Impact Assessment Challenge is attached as Appendix 2.

7. CONSULTEES:

Julie Boothroyd, Head of Adult Services

8. BACKGROUND PAPERS:

Adult Social Care Commissioning Plan 2014-2017

9. AUTHOR:

Shelley Welton, Lead Commissioner - Transformation
Ceri York, Group Manager, Service Development and Commissioning

TURNING THE WORLD UPSIDE DOWN
AT HOME SUPPORT IN MONMOUTHSHIRE
A POSITION STATEMENT AND WAY FORWARD

This paper sets out details of:

- the current provision of at home support in Monmouthshire.
- steps taken to change the conversation about the way at home support is offered through the independent sector;
- as a result, how we might move such conversations forward and experiment to develop a new approach by 'Turning the World Upside Down'.

1. The Current Provision of At Home Support

Domiciliary care or at home support is the single largest area of care and support which Monmouthshire County Council offers. In 2012/13 the total spend across adult social services was £26.3 million, a significant proportion (37%) of this was spent on at home support.

With the exception of a discrete, in-house, trailblazer - the Raglan Project, all current at home support services are based on the traditional model of time allocated slots to provide personal care tasks although the Council has agreed to roll out the Raglan Project across in house at home support. Since April 2011 the Council has had a contract in place with five providers of at home support services via a framework agreement. Currently these contracts have been extended for a further two years until March 2016 to enable the development a longer term strategic approach to how we support people in their own homes. A significant proportion of at home support is provided outside of this contract through a number of approved providers.

Over the last three years the Council has developed a clear strategic direction which firmly places the person at the centre. In accordance with this, the future approach to at home support must be sustainable and strength based, enabling people to take responsibility for their own lives and promoting independence. The support offered to people must be geared to the achievement of their own outcomes and solutions that support their vision of a good life. Many of these themes are picked up in the Social Care and Well-being (Wales) Bill and as a result must be key tenets of our future approach.

In order to meet the challenges of the future, the Council also needs to commission in a very different way and the recent production of our three year Adult Social Care Commissioning Plan marked the start of that journey. In developing a different approach to at home support we are committed to working with people in their communities to understand

what is most important to them, what suits their locality best and how together we can make this a reality. Our commissioning approach must encourage the development of more cohesive and trusting relationships with providers and potential providers.

In embarking upon a new approach we are also aware local government is experiencing unprecedented financial challenges.

2. Changing the Conversation

Principles: We have developed and tailored the following principles to underpin our future approach to at home support:

Monmouthshire's future approach to at home support will be:

- ✓ Individually tailored, building on people's strengths and enabling them to retain control and choice in their lives. Supporting people to make their contribution.
- ✓ Inherently flexible; able to flex and adapt to the people it supports.
- ✓ Focused on supporting people to achieve the outcomes which matter to them.
- ✓ Built upon a recognition of the strength of local and community connections.
- ✓ Based on open communication and continuous engagement.
- ✓ Co-produced to deliver a shared vision.
- ✓ Founded on the basis of trust and good relationships.
- ✓ Fair, offering equity for all.
- ✓ Sustainable.
- ✓ Dynamic capable of responding to a changing world.

Turning the World Upside Down: In pursuit of a new approach to at home support, in late May 2015 providers across the UK were invited to Humble by Nature Farm to help us 'Turn the World Upside Down'. A great deal of effort was invested in signalling change in particular, in the imagery, the message and the media used.



The invitation design, its distribution and the high profile social media campaign which accompanied it, was designed to attract different and varied providers and potential providers of at home support. This proved very successful with a blend of participants from a variety of geographical locations, some well-established in Monmouthshire, others new to the county, some current providers of at home support, others considering how they might offer such support.

The location of the event on a farm was deliberate both in terms of acting as a metaphor for change and as being very different. To ensure that we were able to engage deeply with potential partners we held four events and restricted attendance at each to approximately 25. The content of the events was also deliberately provocative. Through a series of participative workshops, attendees were immersed in Monmouthshire's values, principles and practice in adult social care.



The key outcomes of the four days are very clear and consistent with our aspirations:

- We clearly signalled a desire and commitment to change.
- We enthused and encouraged existing and potential providers to work with us to develop a new model for at home support in Monmouthshire. We now have a significant and active list of partners with whom we are continuing to engage with to understand their philosophies and aspirations better.
- We gauged significant but realistic levels of interest and potential in working with us in very new ways.
- We started the process of thinking differently and creatively about at home support.



Experiments: The extensive best practice research undertaken at the outset of the project revealed that whilst a number of authorities had published plans to move towards more outcome focused, person centred models of at home support, very few had been able to deliver it. It was

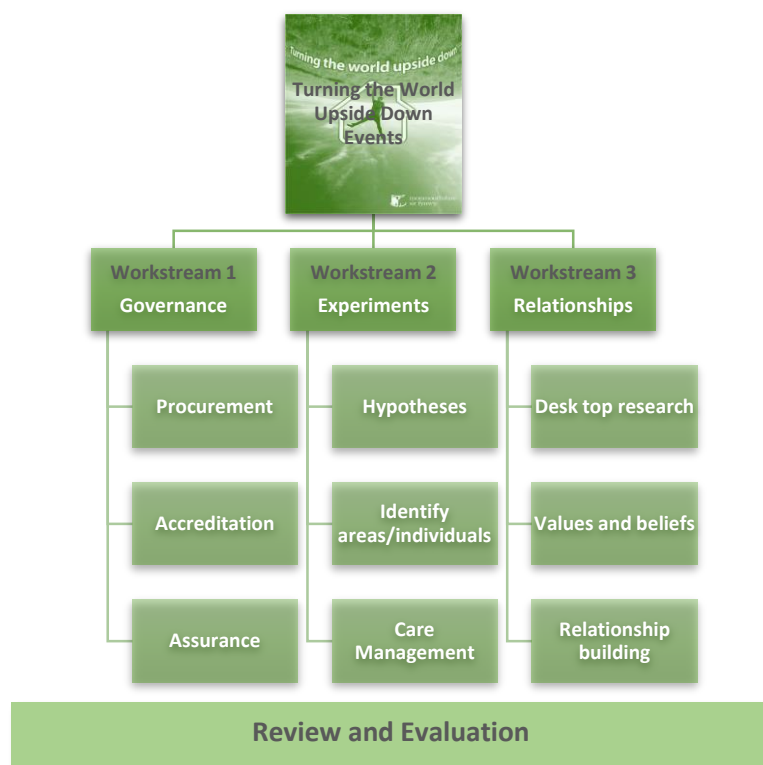
our analysis that the need to specify a system in detail for contractual purposes and proceed through a tightly defined procurement process appeared to quash the creativity and originality perceived at the modelling stage.

With this in mind we felt that our modelling should go a step further than arriving at a good model on paper and then seeking to procure it. We feel that we should understand how a new approach to at home support will look and feel like in practical terms before approaching the market. In line with practice in adult social care, we have decided to embark on a series of experiments based on developing an approach to at home support which delivers our key principles.

The workstreams set out in Section 3 of this paper will ensure that the experiments and our subsequent approach are developed in a manner that is consistent with governance requirements and dovetails with the current operation of at home support to either enhance it or provide solutions to present challenges.

3. Implementing the Turning the World Upside Down Approach

Having kicked off the process with the Turning the World Upside Down events and having reflected upon their outcomes, we have developed the following three workstreams to build upon the relationships and enthusiasm generated and enable us to move further towards a new approach to at home support



Workstream 1: Governance

The key areas for exploration around governance have been identified as:

- **Procurement:** Ensuring compliance with the new EU Regulations and current Council Contract Procedure Rules during the experiments and of the future model.
- **Assurance:** Developing an assurance approach which is inclusive and supports a relationship based approach. Using the experiments to test and refine our approach.
- **Accreditation:** Determining an proportionate and appropriate accreditation process to facilitate the experiments.
- **Equalities:** Ensuring that the Turning the World Upside Down experiments and the emerging approach is Equalities Act compliant.
- **Finance:** Understanding and accommodating the financial consequences of the experiments and the new approach.
- **Approvals:** Ensuring that appropriate decision making takes place around the new approach.

Workstream 2: Experiments

The key to moving from principle to practice is via a series of experiments. Whilst the very nature of an experiment means that we don't need to get it all right at the outset, it is important we use our experimental approach to understand the potential and problems in moving to a more relationship based, person centred approach. To achieve this, key areas for exploration in introducing a series of experiments have been identified as:

- Determining the hypotheses that we will test through the experiments. Some early suggestions are as follows:
 - There are groups of people in small communities who will come together to provide at home support
 - We can support people with dementia to do what matters to them from home
 - We are able to support people to achieve what matters to them from home in rural and isolated areas
 - We can provide at home support tailored to what matters to people with complex needs
 - We are able to support older people to do what matters to them from home in densely populated areas where time allocations are limited.

- Through a variety of media, we can enable people to choose their own carer.
- Identifying individuals and areas that may offer the opportunity for experiments, to plan how this could be introduced and overcome any transitional issues.
- Ensuring that the experiments do not just touch the delivery of at home support but also enable us to fundamentally challenge the way care managers and commissioning approach and consider it. Developing a relationship based commissioning approach.
- Enabling maximum learning and evaluation from the experiments to shape our overall Turning the World Upside Down approach.

Workstream 3: Relationships

We firmly believe that the key to our Turning the World Upside Down approach is relationships; relationships between the commissioner and provider, relationships between the individual and their carer, relationships between care management and providers on the patch. The first key areas for exploration around developing a relationship based approach to at home support have been identified as:

- Developing an insight into each of the providers who expressed an interest in coming with us on the Turning the World Upside Down journey in terms of their purpose, size, specialisms, purpose, etc. Finding out whether they are indeed like-minded, creative and courageous.
- Asking providers that we are interested in to showcase their values, talents and ideas as they relate to at home support. Initial thoughts are that this would be a very general request allowing providers to interpret it as they see fit.
- Continuing and deliberate conversations with providers selected to experiment and those for whom future opportunities may arise.

The Timeline

Phase 2 of Turning the World Upside Down is all about bringing a concept into day-to-day support. Such a process is multi-faceted and needs the involvement of many. In the timeline below we have attempted to plan key events into an overarching timeline.

Whilst we recognise that having 'fired the starting gun' we need to ensure pace, we must also be mindful that this is the fundamental transformation of a long established modus operandii that will only truly change if people believe it is viable and achieves better outcomes; they need to be taken on the journey.



4. Review and Reflection

We will only succeed in turning the world of at home support upside down if we deliberately and regularly take the opportunity to review and reflect upon our journey and its impact. To help us do this it is proposed to create the following opportunities:

- Provide regular updates and opportunities for reflection to Social Care and Health Departmental Management Team and Adult Select Committee.
- Redesign the current Domiciliary Care Forum to enable involvement in the development of the new approach and as a means of obtaining feedback.

Equality Impact Assessment – Initial challenge		
Turning the World Upside Down		
(the negative impacts you will need to mitigate and the positive impacts you will want to promote)		
Issue (or protected category)	Negative impact	Positive Impact
Any population group	Developments could be prioritised for one population group at the expense of another	
Any population group	Insufficient involvement in the development of the Turning the World Upside Down at this juncture	
Any population group	Perception that resources may not be distributed fairly	
(use this row to identify neutral impacts)		
Issues for consideration (self-challenge on issues that will need to be analysed/resolved)		Comments (preferably how negative impacts are mitigated or positive impacts promoted/maximised)
Developments could be prioritised for one population group at the expense of another		<ul style="list-style-type: none"> ➤ Conversations under the auspices of Turning the World Upside Down relate to people and not the nature of their disability. ➤ All proposals for experiments will be evidence based and focused on need and opportunity.
Insufficient involvement in the development of Turning the World Upside Down		<ul style="list-style-type: none"> ➤ Individuals in receipt of at home support will be placed at the centre of the transformation as soon as the experiments commence.
Perception that resources may not be distributed fairly		<ul style="list-style-type: none"> ➤ Resources for at home support will be better allocated according to what really matters to people, those who love and care for them and the communities in which they live.

