

# Everyone's a Winner The journey so far Episode 2



Record of a shared workshop event 31/3/2010

Held at: Future Inn Crownhill Plymouth

On: 10<sup>th</sup> February 2010



What was the highlight of the day?

*"My husband speaking about his experience".*

*"Getting people together to talk about vital information"*

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Councillor Dr David Salter opened the event, welcoming everyone and setting the scene for the day.

He outlined his role as the Plymouth City Councillor who for the past three years has been the Cabinet Member for Adult Health and Social Care. In this role he leads these aspects of the City Council's activities. He also informed the meeting that he had had direct experiences of health and social care services as both a former carer and a healthcare professional, and so appreciates the work of all.

He spoke about the good work that everyone in the department is doing and noted that Adult Social Care is now performing well across the seven outcomes; this benchmarked Plymouth's service well against comparators both regionally and nationally. Councillor Salter hoped the event would enable users and carers to help Adult Social Care to make further improvements.

## Aspirations for this workshop

- ✓ People will feel we are making progress in the right direction, that we have acted upon our promises at previous events and listened to what is important to service users.
- ✓ We will have stories about groups or individuals who are "championing" personalisation in their own lives as a result of previous events; and hear about support plans that are making a real difference to people's lives.
- ✓ We will have a clear route map for on-going engagement with service users in the development of a new support service for Direct Payments and for the development of Self Directed Support.

And we hope to be announcing that:



*"People who use and provide Adult Social Care are working in real partnership with the council to bring about personalised social care in Plymouth and feel we are making progress in the right direction and that we have acted upon our promises."*

This workshop event involved a range of stakeholders from across Plymouth. People who had participated in earlier events in 2009 on 'Achieving Aspirations through Self Directed Support' & 'Accessible Payments Supporting Independent Lives' were joined by additional staff from the city council, Health, and two inspectors for C.Q.C (Care Quality Commission). Part of the event was captured on film, and will be shared with others working together personalising support for people across the city of Plymouth.

This workshop focused on:

- Identifying what's working well about the changes towards personalisation that are underway
- Understanding the areas that need renewed attention in the upcoming period
- Generating compelling new ideas for everyone's next steps.

## Important stories of change

The day began with 3 presentations from service providers:

### 1. Cliff Morgan - Learning Disability Partnership (Statutory provider)

This service is getting the changing message out to parents and carers, taking small steps, building local community links

#### Priorities

- ◆ Person centred planning-training local facilitators to do more of this
- ◆ Employment project-work placements in voluntary organizations, charity shops and colleges
- ◆ Achievement outcomes - regular consultations plus use of photos and other forms of 'evidence' to monitor outcomes
- ◆ Support planning - testing accessibility of support plans
- ◆ Identifying work for the future based on direct feedback of users.

### 2. Roger Putt – Caretime (Independent provider)

The Orchard Is extra care housing commissioned by Plymouth City Council for people who have a learning disability, support is joint funded by Adult Social Care & supporting people, support is provided by Caretime.

- ◆ Work with the aspirations of people and making amazing progress.

*“Since moving into The Orchard I have been a lot more in control of my life, from when I get up & go to bed, to booking my own appointments. Which I do enjoy as it makes me feel that bit more independent. I have also made a different and new circle of friends, who I regard as a second family. I do enjoy my life in a different way to before, and perhaps a little more than before. I hope to continue with my independence, which should make life even better.”*

- ◆ Working next on communications.
- ◆ Positive approach of Caretime - we'll work with whoever it takes.
- ◆ As we develop personalisation at The Orchard, we'll learn how to transfer it across to our other sites in the city.

### 3. Mary James – Plymouth Age Concern (Voluntary organisation: Starting Point services funded by Adult Social Care)

Starting Point - listening to what people are saying and wanting e.g. Sunday lunch club. They see it as a social gathering not a council led activity so take away limiting 'regulations or rules. People can use their personal budget from Adult Social Care to access many of these opportunities

More flexible range of offerings in relation to homecare requests and referrals to other organizations like the Fire Service (for smoke alarms).

More recent development is a link to a snooker hall which offers snooker and pool (attracts more older men) with breakfast club beforehand.

Increasing links to the Chinese community -18 members now getting attendance allowance they did not get before and participating in other activities.

#### Future plans:

- ◆ Expand preventative service
- ◆ Seek more creative approaches
- ◆ Anyone over 50 can use the service

*"When spring comes the grass grows by itself."* Tao Te Ching



#### **Participants then told stories at their tables**

##### Angela's story

Since the last workshop Angela has a new support plan. Her dreams of going to college and getting a job are already beginning to happen – she is visiting a college to look and see what they do.

##### Lisa's story

Lisa's dream was for her own front door and since the last event she has moved into her own accommodation. The supports that were in place are now reducing, as she establishes relationships with her neighbours – popping in for coffee. She is looking forward to her house warming party.

##### Carol's story – Setting up 'Waves' (Grant funded by Adult Social Care)

Waves is a new shop based service running as a pilot which is being used by an increasing number of people. Run by a group of volunteers as a Social Enterprise Community Interest Company, it provides a place to sit and be listened to, receive information & signposting to services and other opportunities. These volunteers have the time to listen, and to notice the issues/concerns behind the 'presenting' issue. Waves is being used by people who would not normally access services, it reaches beyond. People bring new ideas all the time e.g. some bring in their lap tops and learn together how to use them. They value the inclusive ethos – young and old visit, there are no age barriers; as well as the responsive approach.

*'For the community by the community'.*

##### Steven

Steven is a National Trust committee member for a local National Trust property. Steven is also involved in a service user network at the university. His Direct Payment/personal budget works well for him.

##### Val

Val, a social worker, told a story about one of the people she works with who uses a direct payment. She uses the money to go to concerts around the country listening to a friend who is a singer.

##### Going to South Africa

This was a story about someone who had been socially isolated, and was not interested in going to a day centre. Her family were the most important people to her and live in South Africa. Her direct payment/personal budget is being split 80% towards going out into the local community and 20% towards a 2 week trip to South Africa to visit her family. The Direct Payment is funding the personal care/support needs.

## Stories about how Direct Payments are being used

Direct Payments are being used to pay for:-

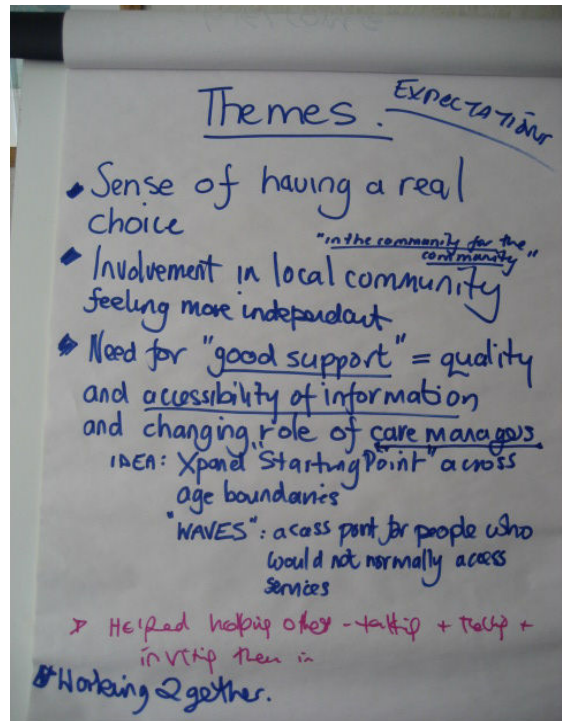
- ◆ a PA, who in turn helps Mary to do work for the forum, hence she is helping others
- ◆ flexible breaks instead of going to respite care
- ◆ Help to improve her environment
- ◆ Employ a personal job coach – setting up a profile enabling you to customise your employment – going into paid employment.

*One girl starts work on Friday.*

(Direct Payments can be used very flexibly as long as it is not for alcohol or drugs, is used legally and for the purposes agreed by Plymouth City Council.)

## Themes for change

- ✓ Sense of people making real choices – not just doing things at the day centre, but things that are important to them
- ✓ A new sense of independence & increased flexibility
- ✓ Involvement in the local community
- ✓ Good support – access to good reliable information
- ✓ Opening up thinking to what's possible
- ✓ People who use services and their carers value being invited, seen as the experts, having their views heard, and being valued for their contribution
- ✓ Working in partnership – involving friends family community
- ✓ Changing roles for staff – the way they work to access different resources
- ✓ Communication between services



*"What's good for me is good for Roy"*

## Wishes for the upcoming period

- ◆ Central point for information, not just on the internet
- ◆ When contacting Social Services, speaking with someone who directs you to the right person
- ◆ More volunteers working with independent & sustainable organisations

- ◆ Easily accessible cover for when own PA is unexpectedly unavailable/sick – maybe a bank system.
- ◆ Knowing who to ring when there are issues with Direct Payments/personal budget.
- ◆ Social Services & Health signed up to providing support in a personalised way i.e. one support plan

## Ideas and innovations for the ongoing journey



Stretching the thinking:

Everyone reflected on the areas that seemed most important to give attention to in the upcoming period. Whilst others enjoyed lunch, Jo & Lesley worked to put the issues together. The following issue clusters emerged:

Making Connections	Communications & Information	Meeting Needs - New Services
Support Planning & Review	Culture Change	Direct Payments Support

## Open Objects

Throughout the day people were invited to view and comment on Open Objects an online service directory to support personalisation, the feedback was very positive.

Participants joined others with a shared interest in design teams to begin thinking about some innovative ways to take things forward. These were the results:

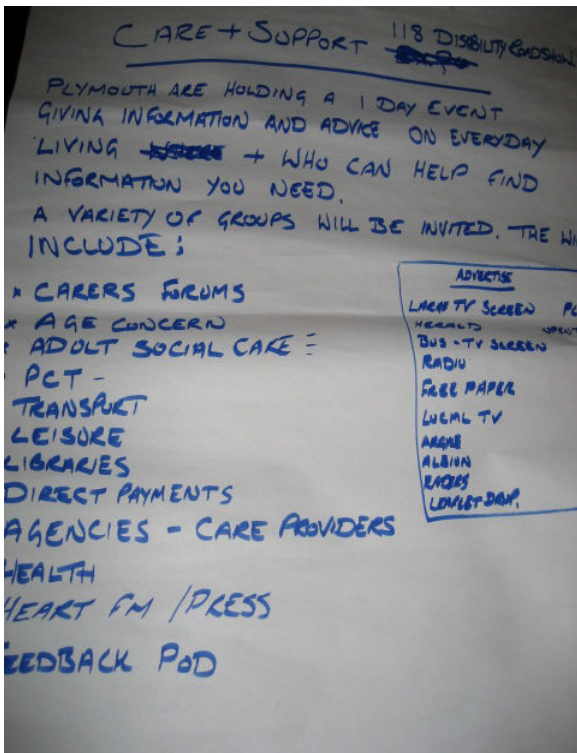
## Making Connections



The person in the middle of this powerful image is wearing mobile boots for walking and is encircled and connected by an engaged community of all agencies and people participating to provide information through: laptops > helping hands > a one stop shop > local groups and events; a community of volunteers > solutions > social capital > support networks. Services have joint ICT, reduced bureaucracy and are providing real time help/information

"When it really works you won't see the lines"

## Communications & Information



## Care & Support - 118 Disability Roadshow

This design team created a one day annual event giving advice on everyday living. A variety of groups will be invited and these are listed on the left. The event will be advertised on the large screen in the city centre, local TV, on buses, radio, free press, papers and leaflet drops. A feedback pod will address what people want more of:

118 said "I've got calls coming through"



## Meeting Needs – New Services



This design team reflected on how each person is unique, and each community is rich and diverse. This led them to reflect about the complexity of designing a cohesive model. They felt that innovation lies at the heart of any new model and that new business models are required – a set of 'micro' providers, and wondered whether a "providers fair" could be held to publicise the new approach.

*"We're looking for very different provision"*

They also considered that staff and resources need to be better utilised, and agreed that people using services should be involved in developing the new service model and raising awareness. Like other groups, they too reflected on the need to develop social capital, building on universal services, supporting new and existing groups and added thoughts about needing to ensure quality of all provision.

In particular they reflected that a bank service for PA's needs to be commissioned to deal with emergencies and unforeseen circumstances.

## Support Planning and Review



Roy had written his own support plan. This design team reflected on the challenges for care managers and the implications for their future roles and those of people providing support services. They also reflected on the different sorts of technologies that can be used – camera's, camcorders, & other forms of e'technology; and the need for care managers to adapt their systems to both interpret and capture a record of people's plans.

This group also reflected on the time it will take different people to record their plans. It took Roy 2 months; each plan will emerge in its own time, and other resources, including financial may be required to support its preparation.

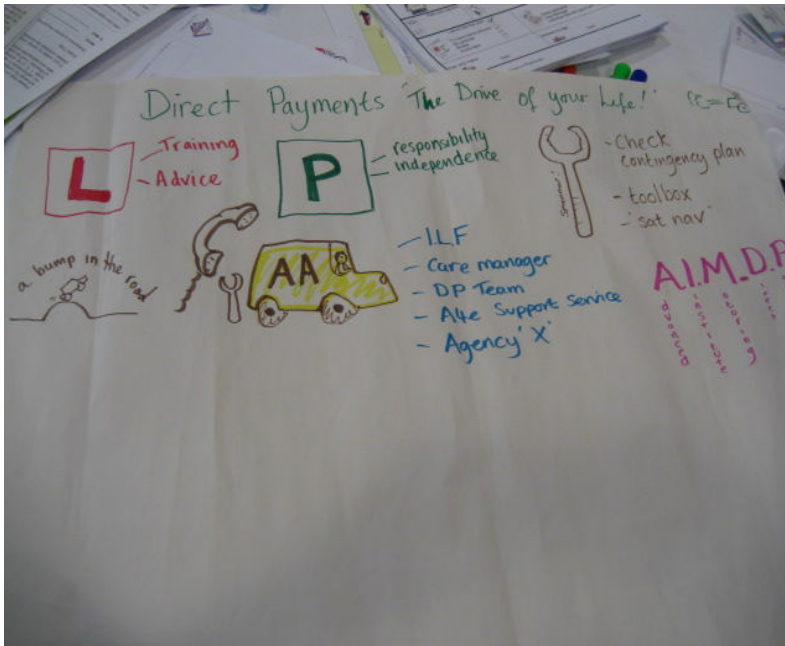
## Culture Change

### All roads lead to personalisation

The image this design team constructed is of a roundabout of opportunities and choice, into which a number of windy roads [to and from all stakeholders] lead. All stakeholders are using the experience of service users, are travelling in the direction and vehicle of their choice. People with support needs can also choose to stay still in the middle while others move around them.



## Direct Payments Support



Direct Payments - The Drive of your Life

**Advanced  
Instinctive  
Motoring  
Direct  
Payments**

This design team identified the need for learning at beginning of any drive towards Direct Payments/personal budgets, where training and advice was required. On passing the 'test' [checking the engine of responsibility], contingency planning and other tool box & 'satnav' checks would be needed. Where there are bumps in the road or the engine breaks down, an AA type system is built in, involving all the stakeholders in reviewing and enhancing arrangements.

## Inspiring Next Steps

*"If you want to build a ship, don't drum up men to gather wood, give orders, and divide the work." Rather, teach them to yearn for the far and endless sea.'*  
 Antoine de Saint-Exupery

In the final session of the day, participants identified the important things they most want to see happen next:

- Reduced bureaucracy.
- Work on how to deal with expectations on what people can expect from social care
- Working group on communications across agencies: join up IT systems across health and social care to make communication easier.
- Provide information/training to health care professionals on progress with DP and personalisation agendas
- Central point of information, not just on the internet.
- Simplify process for direct payments
- Help and information point for users of direct payments
- Give care managers permission to use different forms of support plans: combine care and support plans
- Find ways to engage and inform people with disabilities including local groups and events to spread the word about personalisation
- Annual high profile event to provide information on services available to support everyday living , to include mechanisms to find out what services people would like to see developed
- Providers fair to publicise the new approach and the new services providers are developing.
- Development of quality universal services so people can be confident that what they are "buying" is safe
- Choice of help for developing support planning and "shopping" for services
- Bank of P.A.s to deal with emergencies and unforeseen circumstances.
- Apprenticeships (male and female) to go into PA roles
- Buddy system
- Service users and PA's train together
- Equipment and adaptations included in Social Care Budgets & funding.

### Evaluation 'feed forwards'

Ideas for future events	Things that people are taking way
To hear more positive outcomes from previous events (see Appendices)	Hope for future financial independence
Today with others – care managers, support staff, care staff, providers, team leaders, + more service users	Need to continue to help staff through changes & creative thinking
More practical steps to make transformation happen	Some hope of a change in attitude
	The need to talk more about personalisation in team meetings

Change in eligibility systems & cultural focus i.e. less resource management	That we are on the right path
More focus on MH/elderly/OT	
Health need to be more involved	
Time to develop ideas	

### Facilitator's reflections

Building on good communications 'Liveability', the national disability charity completed a survey; they contacted 103 local authorities anonymously, asking questions about personal budgets. Plymouth came 5<sup>th</sup> in the country.

Attending to each and every layer of communication is a lifetime's work, and is everyone's core business. A tiny list of layers include: promotion and awareness raising, public information, listening to and learning about the unique aspirations of people with support needs, enabling people to contribute to assessments and learn about, use and optimise their self directed support. Keeping care managers, support providers, universal services, potential volunteers, buddies, friends and families; and indeed one another; informed and up to date in a fast moving world, takes enormous and dedicated time. The number of communications taking place is infinite. Creating the new language of personalisation has already begun and noticing the simple and powerful ways that are used to describe it at its best – the 'quotable quotes' – may help.

A new culture of distributed leadership is emerging.

Important strides are being made towards a collaborative management approach in which everyone is a leader. The importance of relationship in sharing responsibility for making change happen is increasingly understood and unfolding. As new relationships of mutual understanding and trust emerge between service users and professionals, managers and staff; so too will the old boundaries of complainant/resistor and complained against, be replaced with a new ethos, in which relationships of co-operation, shared ownership and problem solving abound.

*"When the 'theys' go away and the 'we' shows up, people's awareness and capabilities change" Peter Senge*

Managing expectations together.

Already people are engaging together to share the challenges involved in introducing massive whole system change. New understandings are quickly emerging about e.g. how quickly things can be achieved; how many areas need attention, and the cost pressures involved. As Plymouth moves forward together, involving many more people who need support in its conference

events, project design teams and development processes; so too will everyone's understanding of the challenges ahead.

Who better to advise on how to manage expectations than the very people whose aspirations are being addressed? We'll soon be hearing: 'We say, we do'.

*None of us is as smart as all of us. Japanese proverb*

Co creating new roles and relationships for care managers.

People have more confidence and comfort to journey to the future [the unknown] when they carry forward parts of the past [the known]. As care managers understand the size, shape and nature of the new impacts of personalising support, it can feel huge. When they are all enabled to pause and reflect on the things they do now that really work well, and bring these key ingredients of success forward with them into the future, they can experience a new compulsion to embrace the challenges alongside others. Care managers across each agency will have great experiences of enabling people to manage their own choices, finances, and risks; letting go and sharing responsibility. Asking them: *What will it look like when we're doing this all the time?* will produce some important insights, from which new challenges and opportunities will emerge.

Connecting ideas.

Connecting people and communications through shared events that do many jobs at one time can be cost and time efficient. Events that involve the whole system working together, mirroring the way that the community will work to co-create & deliver effective personalised support, can produce unprecedented results.

Imagine the impact of a conference or summit event at which:

- ✓ awareness is raised
- ✓ information is provided
- ✓ carers are supported
- ✓ volunteers & community involvement is inspired
- ✓ ideas for 'micro' services & commissioning processes are created

along with a host of unforeseen innovations and ideas; all at the same time.

*If you want to go faster, go alone; if you want to go further, go together. African proverb*

## APPENDIX



### The People who contributed

NAME	JOB TITLE	ORGANISATION
Alan Hockings	Commissioning team	Plymouth City Council
Angela Pope	Service User	
Ann Perkins		St Georges
Carol Hickling		Befriending Consortium
Cliff Morgan	Manager	St Georges
Conrad Maskell	Sales Manager	Open Objects
Craig McArdle	Commissioning Manager	Plymouth City Council
David Salter	Councillor, ASC Portfolio Holder	Plymouth City Council
Debbie Butcher	Commissioning Manager	Plymouth City Council
Debbie Ivanova	Inspector	Care Quality Commission
Emily Pickering	Admin Support	Plymouth City Council
Eric Crayford	Team Leader Putting People First Champion	Plymouth City Council
Esmie Wallis	Carer	
Graham Ball	Inspector	Care Quality Commission
Heather Rogers	Social Worker	Plymouth City Council
Jay Salman	Carer	
Jo Duffy	Putting People First Champion	Plymouth City Council
Jo Yelland	Lead for Putting People First and Integration	Plymouth City Council
John Swathridge	Service User	
Julia Lonnkvist	Community Care Worker	Plymouth City Council
Julia Penfound	Head of Modernisation	Adult Social Care
Kate Jones	Putting People First Project Manager	Plymouth City Council
Kathy Milosevic	Team Leader Direct Payments	Plymouth City Council
Lesley Moore	Facilitator	Moore Insight Ltd
Lesley Wilson	Facilitator	Moore Insight Ltd
Linsay Blatchford	Service User	
Lisa Bishop	Service User	
Liz Hitchens	Service Manger	A4E
Maddie Halifax	Finance	Plymouth City Council
Margaret Swarthridge	Carer	
Mark Hodges	DP Facilitator	Plymouth City Council
Mary James		Age Concern
Mary Lacey	Service User	

Maureen Woodward	Quality Officer	Plymouth City Council
Mike Blatchford	Carer	
Mike Wood	Putting People First Project Officer	Plymouth City Council
Mr Ray Saunders	Carer	
Mr Steven Spark	Service User	
Natalie Brady	Manager	A4E
Nicholas Mills	Service User	
Nick Clarke	Manager	Reach
Nicky Pryce	Senior Accountant	Plymouth City Council
Pam Marsden	Assistant Director	Adult Social Care
Paul Preston	Service User	
Roger Curtis	Carer	
Roger Prowse	Service Manager	Plymouth City Council
Roger Putt	Director	Care Time
Roy Wallis	Service User	
Sally Carr	DP Facilitator	Plymouth City Council
Sam Sposito	Information & Policy Project Officer	Adult social care Commissioning Team
Simon Mulville	Putting People First Champion	Plymouth City Council
Sophie Harris	Commissioning Officer	Plymouth City Council
Sue Binding	Team Leader LD Partnership	Plymouth City Council
Val Sampson	Social Worker	Plymouth City Council
Wendy Morrish	DP Facilitator	Plymouth City Council

