



Reimagining Home Care

Emerging models of care

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Ewan King, SCIE



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Introduction

- Context
- Emerging trends
- Promising models
- Tools and resources



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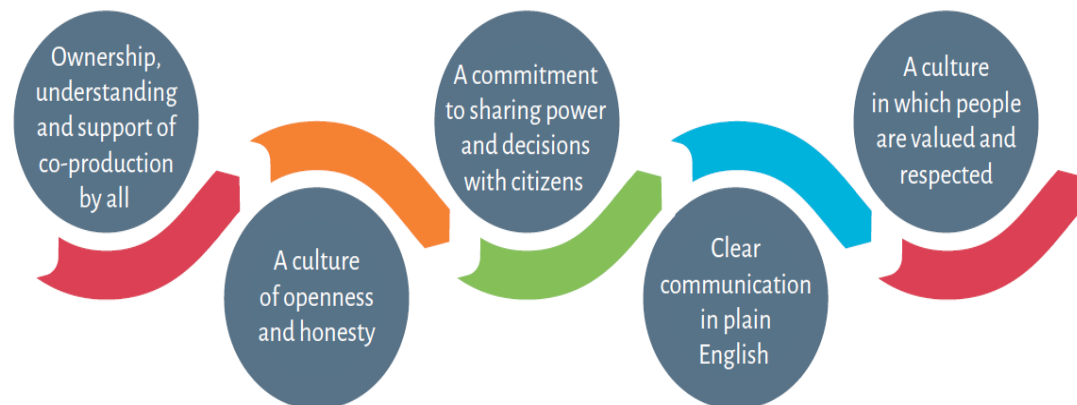
Context

- **Pervasive underfunding of sector:** ‘93% of providers trading with LAs had faced a decrease in price paid over the last year’
- **Quality:** nearly 20% of domiciliary care providers in England require improvement; but in some areas, e.g. Greater Manchester, its over 50%.
- **Low pay and job insecurity:** ‘Home care is characterised by job insecurity with high proportion of zero-hour contracts’
- **Financial sustainability:** ‘11% of providers though they would have ‘definitely’ or ‘probably’ ceased trading within the next 12 months’
- **Recruitment and retention problems:** ‘Lack of career pathways in the care sector and those which exist are ill-defined.’



Emerging trends in home care

- **Person-centred:** ensuring services support the aspirations, goals and priorities of each person
- **Outcome focused:** effective models are increasingly outcome focused rather than needs-led or task orientated
- **Strength-based:** important to provide support and help people to maintain community connections
- **Integration:** close working between home care and health workers
- **Coproduction:** equal partnerships between people who use services, carers and professionals.
- **Buurtzorg model;** localised, small self-managing teams



British Red Cross Support at Home (England)



- The British Red Cross Support at Home scheme provides volunteers to support people with a minimum of 2 long-term conditions, through a flexible support package for up to 12 weeks.
- The support can smooth the process of settling back into a routine and help people to regain their confidence and independence after a hospital admission.
- Strong focus on tackling social isolation
- Evaluation showed that it resulted in:
 - reductions in falls, malnutrition and depression
 - improved safe discharges from hospital, wellbeing and coping skills
 - increased support for carers and signposting



Stabilise and make safe (Trafford)



- Stabilise and Make Safe (SAMS) is a short term intervention designed to increase a person's chance of long term independence following hospitalisation. It is limited to three weeks with a maximum extension of one extra week. Key features include:
 - Providers based on geographic areas to foster good understanding of local demand;
 - Pricing model aims to incentivise providers and quality of care;
 - enhanced pay rate and investment in training;
 - Baseline and follow up assessment by social worker
- 70% of people achieving full independence, 10% remaining the same, 10% resulting in an increase in the care package.



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SuperCarers (London)



- SuperCarers is an online ‘introductory’ platform to find and engage local carers and connect them with clients with care needs
- Clients describe their needs, skill requirements and preferred schedule for care in a profile completed online at SuperCarers.com and is matched with a carer.
- Before the family agree to proceeding, they can view their carers’ ‘profiles’ which contains details about his/her experience
- Each hour of care costs from £16.00. SuperCarers takes a 20% share so the carer takes home £12.80 per hour to £11.20.
- At present, there are about 400 carers on the books; each month about 120 carers work with 80 clients
- There is a values-based interview for competency



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Buurtzorg Model (Netherlands)



- The Buurtzorg model consists of localised, small self-managing teams of district nurses providing co-ordinated care for a specific catchment area (40 to 60 patients). Key features:
 - Self directed work teams;
 - Relationship-based, strengths-based practice
 - Client empowerment
- Key services include:
 - holistic assessment of the client's needs;
 - involvement of informal carers in the client's treatment plan and co-ordination of care between providers;
 - care delivery and supporting the client in his/her social environment and promoting self-care and independence.
- Benefits include: reduced costs, higher satisfaction, higher independence



Resources

- Home care: delivering personal care and practical support to older people living in their own homes:
<https://www.scie.org.uk/nccsc/home-care.asp>
- Total Transformation of Care and Support:
<http://www.scie.org.uk/future-of-care/total-transformation>
- Coproduction model:
<http://coalitionforcollaborativecare.org.uk/a-co-production-model/>
- Training and support: <http://www.scie.org.uk/training/>
- Email: Ewan.king@scie.org.uk
- Twitter: [@ewandking](https://twitter.com/ewandking)



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Individual Service Funds

Martin Walker



think local
act personal

Individual Service Funds (ISFs) and Contracting for Flexible Support

Practice guidance to support implementation of the Care Act 2014



Individual Service Funds

Q. What are they? A. One of the ways a person can take a Personal Budget under the Care Act 2014

11.30 There are 3 main ways in which a personal budget can be deployed:

- as a managed account held by the local authority with support provided in line with the persons wishes
- as a managed account held by a third party (often called an individual service fund or ISF) with support provided in line with the persons wishes
- as a direct payment

Individual Service Funds

- **Provided under contract**
Contract in place between provider and statutory organisation
- **Flexible Support**
Provider works with individual on an on-going basis to decide how best to provide care and support
- **Provider managed fund**
Provider sets up individual accounting lines for each person they support and agrees and records spend with and for them

Implications



- Contracting
 - Need appropriate form
- Assessment and care planning
 - Shift to high level outcomes as output of assessment
- Procurement
 - Provider may ‘broker’ care and support they don’t provide
- Provider
 - Accounting systems
 - Recruitment

Benefits

The background features several large, overlapping, abstract shapes in a light purple color. These shapes are rounded and organic in form, resembling stylized human figures or flowing patterns. They are positioned behind the text, with some overlapping the list items.

- Control
- Simplicity
- Efficiency
- Satisfaction
- Improved outcomes and wellbeing

What needs to change?

- Build trust across the system
- Assessments-good decision making
- Conversations
- Approach to planning
- Services to outcomes
- A shift to citizenship model

Examples



- Inclusion Glasgow
- Beyond Limits – New Devon
- Choice Support
 - Southwark
 - Wakefield
- Calderdale Council – Home Care
- West Midlands
 - Birmingham
 - Staffordshire
 - Coventry

Co-production is the key

- Sharing power in an equal relationship
- Having good conversations
- People, not process
- Support not services – better lives
- Its not easy!
- But its not rocket science and its do-able



Wellbeing
Teams

A new approach to homecare

Self-managed teams in homecare
inspired by Buurtzorg

@HelenHSAUK

Care workers
The new world of work

A day in the life of a care worker: 23 house calls in 12 hours for £64.80

More than 600,000 people work in the care sector, many for agencies hired by councils, on zero-hours contracts and minimal rates of pay. Jean is one of them



15k

Email

Hilary Osborne

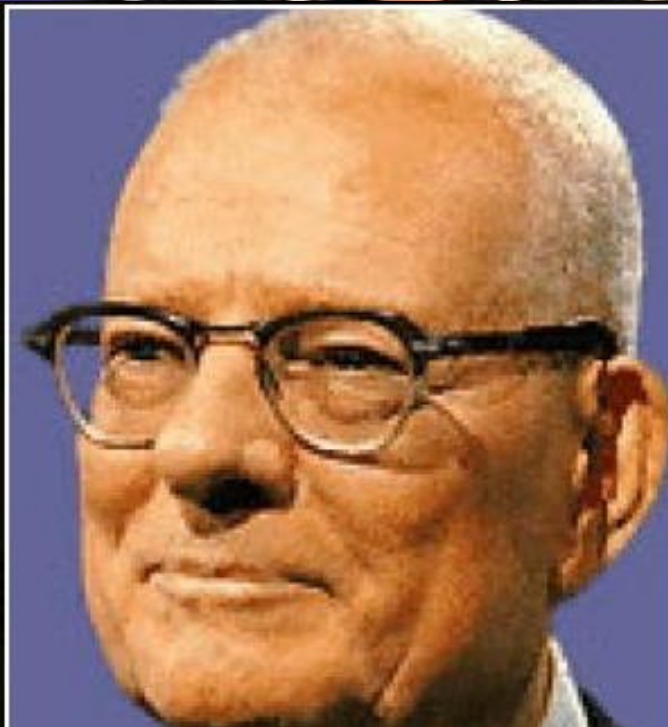
Thursday 17 November
2016 13.59 GMT





The care system is turning good people into bad care workers.

Andrea Sutcliffe, Chief Inspector, CQC



Put a good person in a bad system
and the bad system wins, no
contest.

— *W. Edwards Deming* —

BUURTZORG



BUURTZORG

The UK context

Personalisation: greater choice and control for older people

The Care Act (2014) introduces the Wellbeing principle and requires focus on aspirations and outcomes

Personal Budgets and Individual Service Funds

How can we...

...give people **choice, control**, and improve **health and wellbeing**?

...create effective, **self-managed teams**?

...focus on **outcomes**, not on hours?

...make this work for **ISFs** and for **self-funders**?

1) What is different? How support is organised



Self-managed teams



Whole person to
work



Neighbourhood-
based

2) What is different? How support is delivered



Co-production

- Person's priorities & outcomes
- Co-design service
- Choose their team



Whole person focus

- What matters to you
- Asset-based
- 5 Ways to Wellbeing



Build capacity and connections

- Support sequence
- Community Circles

The Support Sequence



“Circles have developed and harnessed community resources, which promote social inclusion and improve wellbeing for all relevant members [...] Circle members universally said that [circles] produced major social, psychological and practical outcomes for the individual and their family.”



Perkins M. Wistow G. Knapp M. & Bauer A (2014) *Circles of Support and Personalisation: exploring the economic case*. PSSRU Discussion Paper no 2882. London: LSE/PSSRU

Community Circles

@HelenHSAUK

Wellbeing Teams



Norma
self funder
£

Joan
ISF £

Wellbeing Teams

Annie





Keeping Up With Norma

Secret group · 3 Members

- Joined
- Add Members
- Search
- Info

Write something...

Helen Sanderson
 7 August at 2:05 am · Brisbane, QLD, Australia

This is from the Tuesday luncheon club. Norma says she loves the Shepherds pie here!



Cath Barton · Seen by everyone

Helen Sanderson
 7 August at 2:04 am · Brisbane, QLD, Australia

Norma asked me to post this photo as she is really pleased with how her week has gone and is feeling much more confident.



Cath Barton · Seen by everyone

Like Comment



Wellbeing Teams

Wellbeing Teams deliver...

Community Circles

Building social capital



Outcomes not hours

Personalised support

Co-produced with the person

- Where
- When
- Who

Focused on...

- Self-care
- Assistive technology
- Prevention

This helps to combat...

Loneliness

Boredom

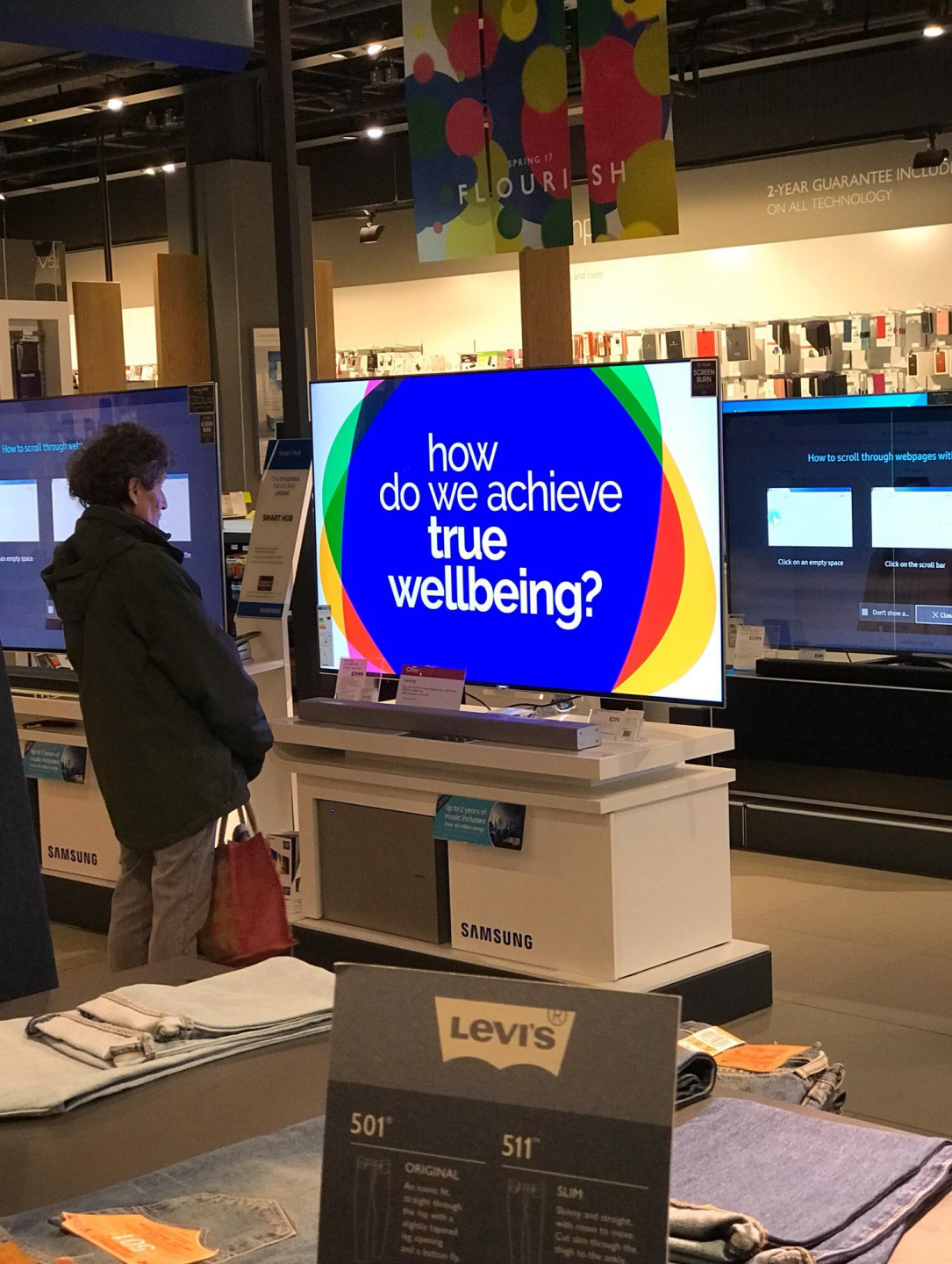
Helplessness

Poor health

Lack of choice and control

Risk of visiting A&E
Risk of long-term care

Change in loneliness shown to improve health



How do you get and keep great team members?

How do you support their wellbeing and development?



are you
passionate
about supporting
people to live
well at home
in Torquay?

Animated advert

@HelenHSAUK

Values Based Recruitment for Wellbeing Teams



60

enquiries



30

telephone
'interviews'



10

phoned to
confirm



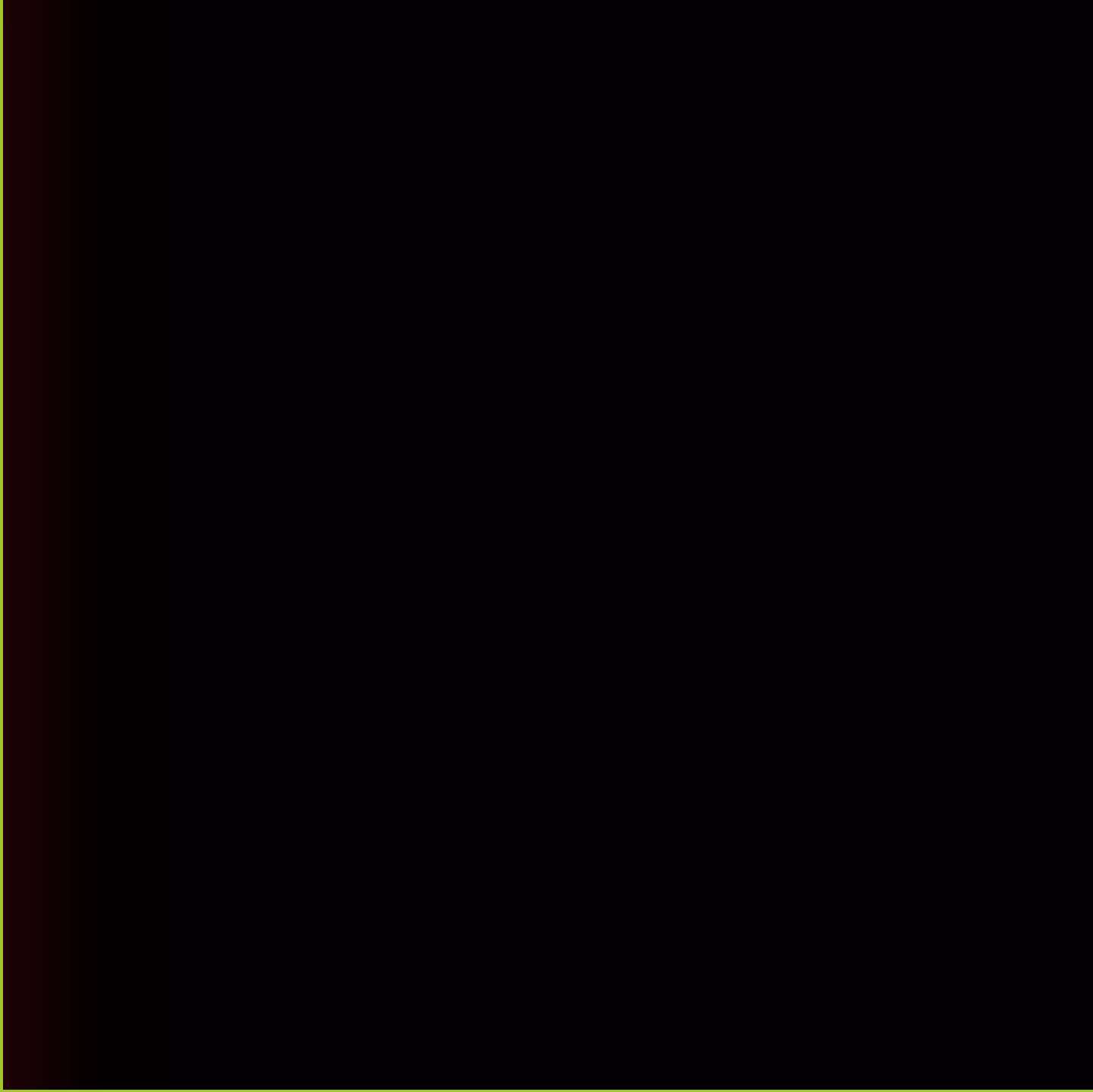
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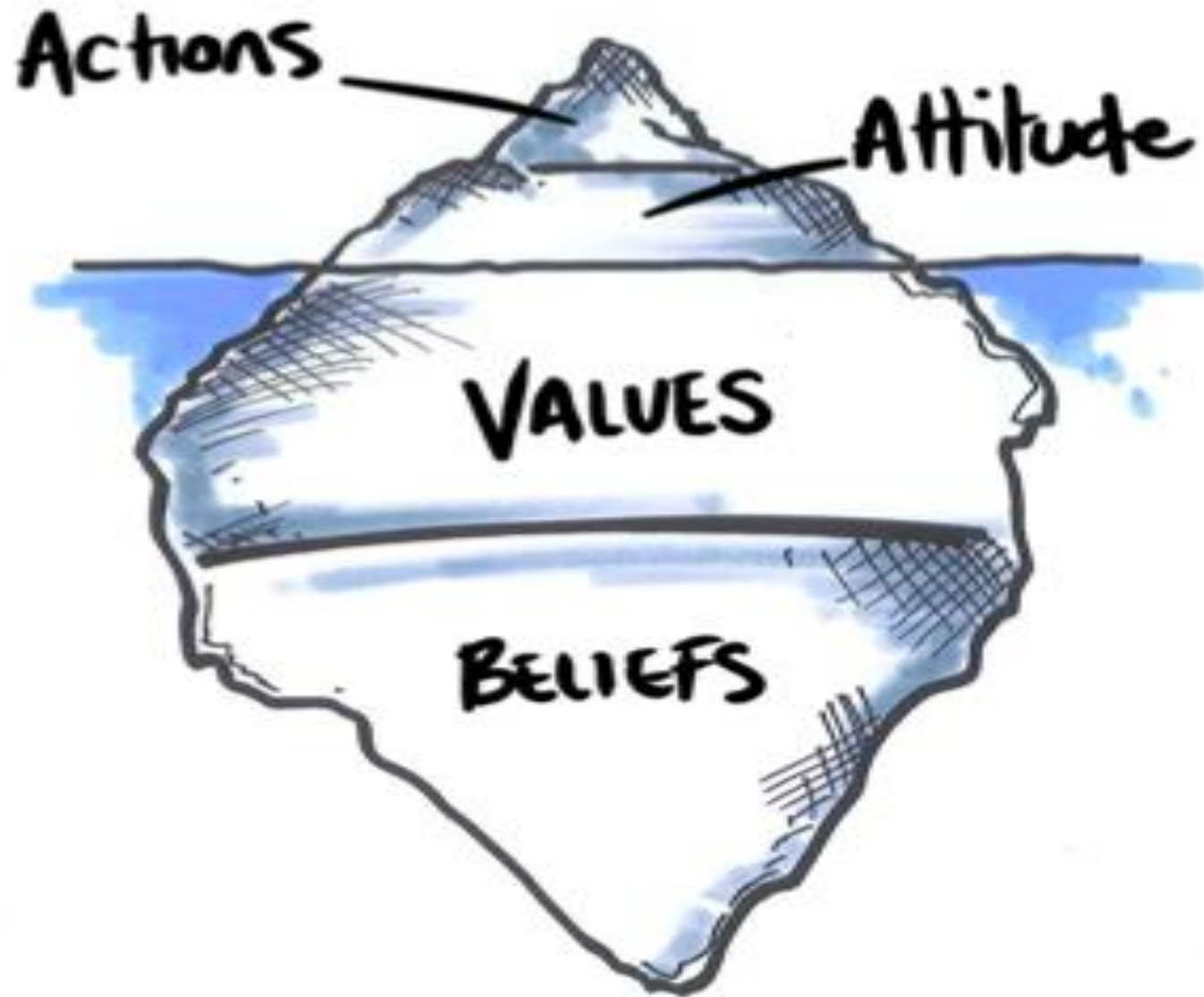
people on
the day



5

people
appointed





Minessence Values Framework.

Values map

1. Human rights

2. Human dignity

3. Wisdom

4. Care/nurture (support)

5. Social equilibrium

6. Health/well-being

7. Being self

8. Equity/rights

9. Equality/self-determination

10. Wonder/curiosity/nature



Induction Day 1 – purpose

@HelenHSAUK

Different kind of induction – 4 days

1. Values and individual purpose to team purpose
2. Team agreements and being a self-managed team
3. Compassionate Communication
4. Teams roles and agreeing roles based on strengths
5. Practicing meeting process
6. Learning the process – initial conversation, outcomes, support sequence and review
7. How to give each other feedback
8. Care Certificate
9. Community mapping and role of Community Circles
10. ? Team designs Day 4

8 ways Wellbeing Teams work



Integrated Teams

Partnership with
Scott Practice

Integrated team
in Devon

How can this happen at scale?



Open source

Membership site

Support package

Social Franchise



Wellbeing
Teams
Provider partner

[Home](#)

[Our service](#)

[Our Promise](#)

[About us](#)

[GET IN TOUCH](#)

Live the life you want, **in your own home**

love2care's Wellbeing Teams help people across Paignton to live well at home.

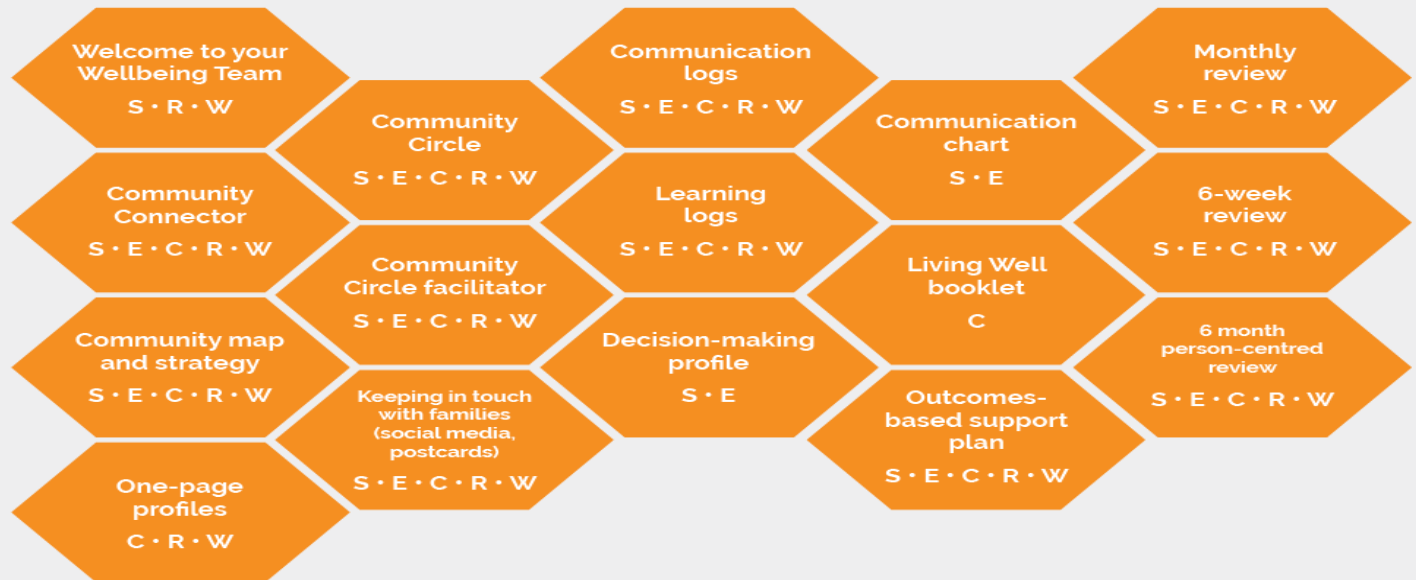
[LEARN MORE](#)

How we meet the KLOEs

Safe • Effective • Caring • Responsive • Well-led



The person



Working Together For Change
S • C • R • W



Wellbeing Team & Community Circles facilitator



Commissioner's perspective

“It seems like, commissioning care in the context of the challenges we face, isn't about implementing tried and tested solutions, but backing our best bets as to what might take us towards a solution that we can't quite see it yet. I think that approaches which recognise and build on the commitment of staff to the people they support is a better bet than simply focusing on the logistical and procedural challenges of traditional care at home services.”

Geoff Mark

Joint Planning and Commissioning Manager
Older Adults (West) & Physical Disability
Dumfries & Galloway Council

Care workers

The new world of work

A new experience for Jean: salary, paid travel time, working as part of a team, delivering outcomes, taking care of her wellbeing too.



15k [Email](#)

Hilary Osborne

Thursday 17 November
2016 13.59 GMT





Twitter @HelenHSAUK

E: helen@helensandersonassociates.co.uk

**Follow our journey at
Helensanderson.net**



A new approach to homecare

**Wellbeing Teams – self-managed teams in homecare
inspired by Buurtzorg**

Keeping people safe and quality high



Peer group supervision and weekly meetings



Policies & procedures



Coaching to competence



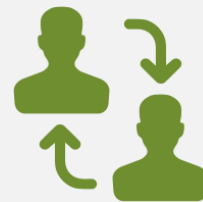
Reviews – monthly and 6 months



Community Circles



Process for raising tensions weekly



No hand-offs



Learning logs

How is training different?



Real scenarios



Different topics e.g. health coaching,



Team holds their own
budget – Development
and Wellbeing



Social learning