



## Public Social Partnership: East Renfrewshire HSCP - Re-design of Supported Living Services for People with Learning Disabilities

East Renfrewshire Health and Social Care Partnership (HSCP) is an innovative partnership between East Renfrewshire Council and NHS Greater Glasgow and Clyde. It is keen to develop new ways of working to drive change both in the way services are designed internally, and in partnership with other provider organisations. It recognised the benefits of working with the Public Social Partnership (PSP) model, and is using this approach to re-examine their Supported Living service for people in East Renfrewshire with Learning Difficulties. The PSP is supported by Ready for Business as part of the Developing Markets Programme.



### Background

The East Renfrewshire Health and Social Care Partnership (HSCP) is responsible for delivering all local health and social care services to East Renfrewshire people in an integrated way, bringing together services for children, families, adults and older people. It is committed to improving the health of people living and working in East Renfrewshire and to eliminating health inequalities

The HSCP is a progressive organisation which is keen to identify and leverage new ways of working to drive change both in the way services are designed internally, and in partnership with other provider organisations, to deliver benefits to both the people who use services and the community.

There are 319 people in East Renfrewshire known to have a learning disability, of which 122 are living in accommodation with support services. At the beginning of the PSP process, these services were provided by both East Renfrewshire HSCP and a range of Third Sector providers.

The people using these services live in a range of supported living environments in either individual or shared tenancies. They are traditional in focus

with the emphasis being upon the quality and level of staffing and less focused on supporting the individual to be supported in a manner that promotes their personal independence, or that helps them to develop skills and capabilities to maintain their independence. This includes independence from unnecessary services, for example through the use of smart technology (telecare) that can be used to help the person and their carers (both paid and unpaid) to take appropriate risks rather than depending upon members of staff.

It is also known that there are a further 112 people with a learning disability living with a parent. As the age of both the individual and their parent(s) increase so too will the demand for additional accommodation with support services.

It is against this background that the redesign project grew. In particular, the HSCP recognised the benefits of working with the Public Social Partnership (PSP) model, and in doing so identified an opportunity to use this approach to re-examine their Supported Living service for those with Learning Difficulties. The East Renfrewshire HSCP PSP approach, which is currently on-going, is delivering a step change in the way Supported Living is delivered locally. This case study

describes the progress made to date by the HSCP and PSP partners.

Third Sector Partners involved in this PSP include:

- C – Change
- Cosgrove Care
- Enable
- McFarlane Homes
- Mungo Foundation
- Neighbourhood Networks
- Partners for Inclusion
- The Advocacy Project
- The Richmond Fellowship Scotland
- Thistle Foundation

## Scope and Focus

The East Renfrewshire Supporting Living PSP was initiated as a result of identification of a number of important factors. It was clear to the HSCP that current service provision for those with learning disabilities was based on historical requirements rather than an understanding of current and future need. The following factors were identified, with the focus of the service re-design process refined to ensure they were addressed:

- The Self Directed Support agenda. This requires that people have greater choice over the makeup of services they receive. This means that people, or their carers/representatives, are able to choose who delivers their care and how this care is delivered so that it meets their current and future aspirations.
- The transition to a provider-only model for Supported Living. This has involved moving away from mixed service provision which incorporated both in-house and external provider delivery.
- The awareness that multiple differing models of care exist both locally and nationally. It was recognised that there was an opportunity to deliver an innovative approach to the future delivery of services, incorporating both national best practice and innovative locally focused models of care, which can benefit the people using the service the most.

- An understanding that services can be designed to be more effective and efficient when designed through collaboration with stakeholders and partners rather than in isolation.
- The recognition that demographic changes were and will increasingly impact upon the services delivered, and the importance of being able to understand and articulate the level of future demand for supported living services.
- The growth in professionalism, quality service delivery and the increased role the Third Sector can, and is, playing in the delivery of Health and Social Care services.
- The need to design and implement financially sustainable services which are fit for purpose and will continue to meet the needs of individuals well into the future.

The challenge for the HSCP was to define an approach which addressed these factors in an innovative and inclusive manner. Accordingly, it was agreed within the HSCP that the PSP model was the most effective way of ensuring progress could be made towards the design and delivery of Supported Living services.

## Implementation

Following agreement within the HSCP that PSP was the appropriate model for addressing these factors, a Prior Information Notice (PIN) was issued via the Public Contracts Scotland portal to invite Third Sector providers to apply to join the Public Social Partnership. A core group of providers was then selected to undertake the project work on an on-going basis.

Once this identification process was completed, the HSCP engaged with Ready for Business to access the advice, support and guidance available through the Scottish Government's 'Developing Markets for Third Sector Providers' programme. Ready for Business were able to provide the expertise needed to bridge the gap between traditional approaches to service re-design and the approach proposed under the PSP model.

The HSCP and PSP partners set out the following key principles which they have continued to follow throughout the lifetime of the partnership:

- **Efficiency:** The PSP project was to establish baseline data that illustrated the current costs associated with Supported Living services in order to inform options for how services can be delivered in the future.
- **Self-directed:** The PSP project members would develop models that are self-directed and that are focused upon the personal outcomes that are detailed within each person's assessment/review. This also means that agreed services would be chosen and paid for by individuals themselves rather than there being a final procurement at the end of the PSP process.
- **Capacity building:** The PSP Partners would be supported to understand how change would impact upon their operations locally through the agreed change process and as such the implications this would have on their approach to service delivery.
- **Relationships:** The PSP process would also support partner organisations and the HSCP to build strong working relationships and would encourage a more collaborative approach to service design.
- **Internal stakeholders:** The PSP would focus on the development of internal skills and capabilities in terms of outcome focused assessments; risk enablement within assessment and care planning; and resource management.

Significant progress has been made by the PSP. The approach has very much focused on the theme of co-production to ensure that outputs were jointly agreed by each member of the PSP. The key activities undertaken have included:

- **Implementing effective governance:** A governance group with shared cross-sectoral membership was created to manage and direct the work undertaken throughout the project.

This governance has been underpinned throughout by a Memorandum of Understanding (MoU) which formalised the way of working and the principles of the PSP which every partner bought into and has continued to respect.

- **Project Officer:** A dedicated resource was recruited to focus on driving forward progress. This post has also provide support to partner Third Sector organisations to assist them to participate fully and effectively in the PSP process.
- **Defining the baseline:** All Supported Living property locations were mapped to understand the geographical complexity of the service. This was supported by data collected from HSCP systems and partners, to help formulate a definitive understanding of the people supported, their support arrangements, their living arrangements, and the associated costs of their support. This would allow future benefits to be understood and measured against the existing situation.
- **Outcome focused planning:** Individuals in receipt of services, along with those who care for them, were provided detailed planning meetings to support them in defining their desired outcomes. They were supported in understanding how their support arrangements could be improved to help them achieve these outcomes. Alongside this, peer group review work was carried out to ensure that new support arrangements accurately reflected stated outcomes and would support their achievement. To date, 46 people have had their services re-designed, 43 are currently working through the re-design process and a further 33 are still to commence the re-design journey.
- **Service re-design:** A range of services have been designed to support the implementation of Self-Directed Support and assist in improving the quality and effectiveness of services. This has included the closure of the in-house Atholl service, with individuals supported to access new and re-designed services; the re-design of Netherlee House (a

residential care unit for people with learning disabilities); the development and implementation of a variety of technology enabled telecare solutions; and the exploration of a range of social enterprise models. At present, in addition to enhanced services, it is predicted that savings of £670k per annum will be achieved.

## Key Challenges

Due to the nature of the Public Social Partnership process, the HSCP and Third Sector Partners were presented with a number of challenges which needed to be addressed to ensure the PSP could progress. These included:

- **Dedicated resource:** The initial steps of the PSP process were undertaken by HSCP representatives as part of the day job in addition to other commitments. In the long-term this situation had the potential to slow progress and extend the timescales set for the project. However, the assignment of a dedicated project officer enabled greater focus on project requirements and helped to accelerate future progress.
- **Maintaining focus on scope:** Supported Living services clearly do not exist in isolation, and as a result during the PSP process there has been a number of instances where the opportunity to expand project scope has arisen. Whilst it is admirable and understandable that partners would wish to address all issues and challenges as they arise, it is important to ensure that PSP focus remains on the scope as it was initially agreed. Continually extending the remit of the PSP can quickly result in a loss of focus and dilute the quality of the PSP's end product(s). The PSP group therefore needed to continually refresh their focus and scope to ensure that this temptation is resisted.

## Outcomes

Use of the PSP approach has delivered a number of key benefits to date. These have included:

- **New way of working:** The process has allowed the HSCP and partner organisations to develop their knowledge of the PSP model and how it operates. This will impact upon the future approach taken by the HSCP to commissioning services, ensuring that it is inclusive and consultative. Feedback received from those using the service and their families in October 2014 noted that:
  - It is recognised that there is no one size that fits all situations;
  - Families felt more involved, being engaged at different points in the process;
  - Opportunities for all people using services to be involved in advocacy were created;
- **Stronger relationships:** The equal partnership created between organisations and sectors has encouraged the strengthening of existing relationships and will encourage future collaboration. In particular, this PSP has offered the opportunity for Third Sector organisations to build relationships with key decision makers.
- **Better outcomes for people:** The overarching message from the PSP has been that the focus is on developing innovative services to meet the challenges currently facing Supported Living provision. This is delivering better outcomes which are defined and directed by the people using the services.

## Critical success factors

There are a number of critical success factors which have underpinned the positive delivery of the model:

- **Shared buy-in:** All partners bought in to the collaborative way of working required under a PSP. This allowed the PSP to create shared working practices which focused on developing innovative new solutions for delivering Supported Living services. The primary focus for all partners has been to jointly develop services which meet the needs and defined outcomes of the people who use the service along with their families and carers.

- **Open and transparent approach:** The approach adopted by the HSCP has been open and transparent throughout. This commenced with the issue of the Prior Information Notice inviting all interested parties to apply to join the PSP and has continued through regular joint progress and planning meetings.
- **Varied skills and knowledge:** The PSP requires a blend of skills, including leadership, project management, service delivery knowledge, service user engagement and analytical skills. The partnership approach ensured that the wide range of skills and knowledge which exist across statutory and Third Sector partners can be accessed at the required moment to contribute to the design of an efficient, effective and innovative service.
- **Dedicated resource:** The recruitment of a dedicated resource for the PSP ensured and will continue to ensure that there is a strong focus on delivering the project within a robust project management framework. This role provides much needed support to both the HSCP and Third Sector partners to ensure that each plays an effective role.
- **Supported Living:** The PSP will continue the progress it has been making to ensure the successful redesign of supported living services for those people who have not yet started or completed the re-design process.
- **Redesign of Day Services:** The HSCP, recognising the success of the Supported Living Redesign PSP aims to extend this work and continue to work with their partners in the Third Sector to develop the provision of flexible, community-based services which can greatly improve the quality of life for people with less complex care needs, along with a number of social enterprises to offer a wider range of training and work opportunities. Set against a backdrop of the potential closure of one of two day care centres operated by East Renfrewshire, the HSCP will look to understand and articulate the future demand for day services, understand the aspirations of the people using services and to redesign existing services.
- **Residential Respite Care:** The HSCP provides residential respite care for both children and adults through block funded arrangements with a large third-sector provider. Given the move to Self-Directed Support (SDS), and the reduction in demand for residential respite care, the HSCP will continue to work with this provider and the individuals and families supported by them to reshape the current service to create more flexible community options as well as retaining an element of residential provision for those who need it most.

## Future ambitions

The East Renfrewshire PSP is ongoing. The next steps which the partnership will focus on include:

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