



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 30 JUNE 2022

SUBJECT: SELF-DIRECTED SUPPORT - DAY OPPORTUNITIES TEST OF CHANGE

BY: JANE MACKIE, CHIEF SOCIAL WORK OFFICER

1. REASON FOR REPORT

1.1. To inform the Board as to the progress of the Day Opportunities test of change and to consider the permanency of the Self- Directed Support (SDS) Enablers.

2. RECOMMENDATION

2.1. It is recommended that the Moray Integration Joint Board :

- i) notes the work undertaken to meet the aims and objectives of the test of change**
- ii) approves the movement of budget from the decommissioned contracts to fund the permanency of the Day Opportunities team and the role of the SDS Enablers**

3. BACKGROUND

3.1. The Social Care (Self-Directed Support) (Scotland) Act 2013 was enacted in April 2014 with the Self-Directed Support (SDS) Standards being implemented in March 2021. The focus of both the legislation and the standards is to deliver independent living, enabling people of all ages to have the same freedom, dignity and control as other citizens at home, work and in the community.

3.2. It should be acknowledged that in March 2020, the Westminster and Scottish Governments announced measures to restrict the spread of coronavirus. The impact on society was considerable, but more so for services delivering to children, adults and their families already facing significant challenge. Universal, statutory and third sector services were required to respond almost overnight to continue to meet the needs of families and ensure that children and young people remained safe and well.

3.3. Weekly remobilisation meetings commenced in order review those services which had been paused and to explore the safe parameters in which building based day services could reopen in line with current COVID-19 guidance.

Partnerships are fully aware that current models of social care are not sustainable and that new models of social care are required to address the pressures of growing demand and limited finances. The prioritisation process must therefore be able to facilitate the local review of existing services and existing resource allocation, bringing decommissioning and commissioning decisions within the same process. This will provide a basis for developing new models of care, redesigning existing services, phasing out services and the redirection of resources to ensure these are better focused on meeting need and improving outcomes. All of which is built on the foundation of legislative change around the National Care Service and transformational redesign of the whole system of care. This includes a focus on developing and strengthening community connections for day opportunities as an alternative to building based day services, keeping individuals in their own communities, reducing the need to transport individuals around Moray. This will result in more bespoke, efficient and effective supports for individuals and their unpaid carers. Through collaboration with Health Improvement Scotland (HIS) and Social Work Scotland (SWS), we are able to feed into national work being undertaken to support the workforce capacity.

- 3.4. Redesigning part of the system for Older People will require consideration of flexible and responsive staff structures that can accommodate service and individual needs that changes over time. It also requires an integrated response from all partners, and the redesign of services. Following consideration, an initial test of change has commenced that delivers an alternative model to previous building- based older people day service. This is embedding the strength and asset based approach which is one of the 12 SDS standards.
- 3.5. Older people's day service's in Elgin and Forres were predominantly delivered by Hanover, a commissioned service operating from sheltered housing complexes in Elgin (Chandlers Court) and Forres (Cameron Court), as well as, Abbey Vale in Elgin under a commissioned contract. The day service contract was due to expire in June 2021, with alternative methods of service delivery being agreed as an alternative to recommissioning these services (**Appendix 1**; SBAR Day Service for Older People in Moray). The cost of these contracts collectively was £306,005.00 per annum (Hanover £305,955.00, Abbey Vale £50,000.00)

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1. The demand for social care has increased each year with people living longer, and with longer term conditions and complex needs. There is increased expectation to deliver more personal and flexible support for those eligible for social care support. In order to respond to these challenges Health and Social Care Moray need to transform the services they offer, meaning more collaboration with third sector partners and communities to support individuals in a person centred way. Offers of support should focus on maximising an individual's potential utilising their own capabilities, their family and community resources and there should be less reliance on formal building based and funded council support (SDS standard 3; Strength Based, Asset Based Approach)

- 4.2. As health and social care shifts to more creative and holistic models of care, there is an increased need for community based supports to enable individuals to remain safely in their own local community. The Day Opportunities test of change commenced February 2022, (See **Appendix 2** Proposal Form– Flexible day opportunities) with a multi- disciplinary team developed to explore delivering placed based, flexible support in an outcome focussed way to meet individual outcomes. The aim is to support individuals to connect into their own communities, focussing on personal interests and hobbies, taking a strength base, asset based approach in line with the SDS Standards to make a positive change in people’s lives.
- 4.3. The Day Opportunities team work alongside the social work teams to take referrals for those individuals who require support, treatment or care to be explored. The aim is to move from Case Management (process driven) to relational based models of delivery by focusing on building good relationships with the people they support, which can be a resource in its own right and more bespoke to that individual. To help and encourage individuals to explore community-based supports that are right for them takes a significant amount of time which the SDS Enablers are there to explore. The Day Opportunities team includes the SDS Enablers, SDS & Carers Officer, Shared Lives, Community Support Services, Internal Building Based Day Service, Community Well-Being Development Officer and a Community Connector.
- 4.4. Unpaid carers provide a valuable resource both in terms of supporting the individual whilst they are at home and giving reassurance to the person they care for in relation to their agreed activities they have, in order to give planned respite to the unpaid carer. We recognise the importance of ensuring unpaid carers have a break, but also need to ensure the individual receiving the care has support delivered that is meaningful and person centred to them.
- 4.5. The Day Opportunities team recognise that building based day services are a vital resource to many individuals and due to the increase in the need for support, we need to ensure that this finite resource is accessed by those who require a high level of support where they cannot be supported safely in their community. Since the SDS Enablers commenced the test of change, one significant change is that a total of four individuals have used traditional building based day services from a total of approximately 30 referrals as a result of person centred planning, taking the time to get to know the individuals and exploring activities that are meaningful to them. This is approximately 13% of individuals with whom the SDS Enablers have contact with attend a traditional building based day service, the other 87% are supported to engage in their own local community either independently or with support.
- 4.6. The Day Opportunities team now has a number of clear examples whereby having good conversations, getting to know the individual and the unpaid carer and what is meaningful to them, can have positive outcomes for both the individual and the unpaid carer.

Qualitative Evidence

Example 1

- 4.7. One lady previously attended a building based day service prior to COVID -19 forcing their closure. The SDS Enabler worked with the lady where it was clear

that the intended outcomes for the lady being at Day Service were not being met, the days were too long and not meeting her needs. The SDS Enabler introduced her to the local S.E.T (Singing Exercise Tea) group which is a group led by the Community Wellbeing Development Team in collaboration with 'Dance North' a third sector provided. This community-based group offers chair-based activities whilst building local friendships to reduce social isolation and maintain physical strength and mobility, address the fragility and loneliness of our older population. This lady now attends regularly and is very content with this option which is achieving the intended outcomes. As this is a community group there is no charge to HSCM. An unintended outcome is the collaboration with our Third Sector partners and the ability to explore alternative funding through the Third sector to deliver health and wellbeing activities in a true collaborative approach. The Financial package for the lady who used to attend day services 4 days per week was at a cost of £51.47 per day (£205.88 per week). Through having meaningful conversations with the SDS Enabler, this lady is being supported to meet her outcomes in her community at a **100% financial cost reduction**. Theoretically, this would have a saving over £8235 per annum, if the old package was to continue (based on 40 weeks of day service/year).

Example 2

- 4.8. A lady was referred to the Day Opportunities team to support her unpaid carer to get a break from his caring role on a weekly basis. It was initially thought that a building based day service would be suitable for this lady as in the coming months she would be moving into long term care. It was thought that supporting this lady to get into a day care environment would support with the transition into long term residential care (SDS standard 10; Early Planning for Transitions). The SDS Enabler visited the individual and her family, and due to the strengths-based conversation by the SDS enabler, it was evident that the lady had a passion for bingo. To support the lady to meet her personal outcomes (to continue to live a normal life) and to engage in her community, a befriender was sourced by the SDS enabler to support the lady to attend the local bingo and to take her for walks in her local village. This lady would have been assessed as requiring two days at a building-based day service at a total cost of approximately £103 but instead is able to access her community, doing meaningful activities and being orientated around her local village for a slight reduction in budget at £96.00. This is before taking into consideration the cost of transport to the day service. The benefits to the lady being connected in her local community has had a positive effect on her and also enabled a level of continuity and normality to the life of this lady is creating person centred outcomes with the hope that the befriender will support the lady for a few weeks once the lady transitional into residential care, supporting the individual further whilst embedding the SDS standards into everyday practice.
- 4.9. Through the Day Opportunities team attending daily huddles, a greater oversight is obtained as to local community based resources. The development officer within the team focusses on community connections, ascertaining the resources which are already available within the communities and supporting them to become a trusted provider. Where gaps are identified within specific communities, work is undertaken in conjunction with the Community Well Being Development Team to support the creation and establishment of groups/ providers who can meet these outcomes, with

collaboration with our Third sector at the heart of any discussion. More recently a Day Opportunities strategic oversight group has been established, which will report directly into the SDS Change Board. This board will then link into the higher strategic aims for Health and Social Care Moray.

- 4.10. At present the Day Opportunities team have 58 individuals allocated between the two SDS Enablers, with a further 54 waiting to be allocated. A further discussion is to take place at the daily huddles for 13 individuals open to the Learning Disability team. Due to the increasing number of referrals to the team, temporary changes have had to be put in place to manage the demand, this includes where those individuals identified as requiring additional days at day care or shared lives will not be allocated to an SDS Enabler to arrange to visit and have the intended conversations. Instead the team will have oversight of these at the daily huddle. This has already been identified as a risk, with one such example being referred back to the Day Opportunities team as the extra day allocated at day care was not suitable and alternatives needed to be explored.
- 4.11. To effectively support individuals, the SDS Enablers are working in collaboration with internal day services and shared lives, looking at any waiting lists for these services to ensure that this is the most suitable way for their outcomes to be met. This has resulted in several individuals having good conversations with the SDS Enablers and community resources being used which have been more suitable. Where an individual may be placed on a waiting list for support, the SDS Enablers would look for support to be put in place, including the exploration of technology to support them to wait well.
- 4.12. Associated benefits include supporting the social care system by looking to create alternative innovative practice which supports longer term sustainability. The SDS Enablers support the social work workforce through removing the case management aspect from them, freeing them up to build positive relationships. This supports the national research recently undertaken by SWS; Setting the Bar: Towards an indicative maximum caseload for Scotland's public sector social workers. This research highlights the pressures faced by social work and the impact on their caseloads process and paperwork has on their ability to form effective and strong relationships with the people they support. The work of the SDS Enablers would have a positive impact on the social work caseloads in conjunction with the care assessors in place for care at home.
- 4.13. In order to effectively manage the demands of the SDS Enablers, and to expand the positive outcomes being achieved to other client groups, wider than the primary focus of older people, it is evident that additional SDS Enablers are required. It is proposed that a further three additional SDS Enablers are funded to support the change to this effective model of working across the Social Work teams at an additional cost of £119,403. This has been evidenced through the current caseload allocated to the SDS Enablers and the referrals waiting to be allocated. It is further requested that the two current SDS Enabler posts are made permanent at cost of £79,602 per annum. This fits with the national picture of decommissioning to recommission supports that are bespoke and person centred. A business case has been developed to evidence the requirement for the SDS Enablers and the continuation to explore community assets, engaging with communities to deliver need in order to meet individual

outcomes in a person centred way, adhering to the SDS Standards (Business Case attached as **Appendix 3**).

4.14. The Day Opportunities test of change has been presented at the Strategic Planning and Commissioning Group (SPCG) and SMT where it was positively noted, agreeing that this is the direction we are striving to achieve, and fully support this model going forward.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan “Moray Partners in Care 2019 – 2029”

Moray has made a commitment to the development of SDS as a means of promoting independent living and equalities. The independent living and equalities agenda cuts across all areas. In line with the Integration Joint Board strategic plan there is a commitment to respect individual needs and values, demonstrating compassion, continuity, clear communication and shared decision making.

The test of change compliments the NHS Grampian Plan for the Future specifically around people; treating citizens as individuals, supporting specific needs and circumstances, and also places; having placed based well-being in partnership with community.

Moray has a commitment to support unpaid carers, with the current strategy being developed. The test of change supports emerging key themes to support carers to have a life outside of their caring role, and to support them to have regular breaks.

(b) Policy and Legal

The Council has a legal duty under the Social Care (Self Directed Support) (Scotland) Act 2013 to promote collaborative working, and ensuring individuals can lead a fulfilling life. The Self Directed Support legislation requires the values and principles which underpin the SDS strategy and legislation to be promoted. The values highlighted are Respect, Fairness, Independence, Freedom and Safety. The underpinning principles are, Collaboration, Dignity, Informed Choice, Innovation, Involvement, Participation, Responsibility and Risk Enablement.

(c) Financial implications

From the decommissioned services budget, to vire to the SDS budget to enable the two temporary SDS Enablers be made permanent at a cost of £79,602.00, with an additional three SDS Enablers to be recruited at a cost of £119,403.00. This figure is based on the current workload capacity of the SDS Enablers, in comparison to the number of unallocated referrals to the team at present and the additional capacity required to effectively support the Learning Disability team.

(d) Risk Implications and Mitigation

Without the continued funding available from the ceasing of externally commissioned building based day services, the positive work being

undertaken will no longer be able to continue. This will result in the work being passed back to the Social Work teams, where there is already a significant number of social work assessments waiting to take place. The continued work of the SDS Enablers will support with the flow of these assessments, ensuring that positive connections are made in the community for these individuals. In the absence of the SDS Enablers, there is a risk that individuals will return to being slotted into services that are already there at a higher cost to HSCM.

(e) Staffing Implication

To allow for the test of change to move to become established on a permanent basis there is a need for the 2 SDS Enablers to be appointed on a permanent basis and appoint a further 3. In the absence of these posts, the test of change will cease.

(f) Property

There are no implications

(g) Equalities/Socio Economic Impact

No negative impact has been identified. Through the work of the SDS Enablers, there are anticipated positive impacts for individuals promoting equality of opportunity for the following groups: age, disability

(h) Climate Change and Biodiversity Impacts

There are no implications

(i) Directions

There are no directions arising out of this report.

(j) Consultations

Consultations have taken place with:

Jane Mackie	Chief Social Work Officer
Deborah O'Shea	Chief Finance Officer
Sean Coady	Head of Service
John Campbell	Service Manager
Carmen Gilles	Interim Strategy & Planning Lead
Charles McKerron	Service Manager, Learning Disability
Lisa Brennan	HR Advisor
Jeanette Netherwood	Corporate Manager
Don Toonen	Equal Opportunities Officer
Day Opportunities Strategic Direction Group	
Strategic Planning & Commissioning Group	

6. CONCLUSION

6.1. For the board to have an awareness and understanding of the work undertaken by the Day Opportunities team, in particular the role of the SDS Enablers.

6.2. For the Board to agree to the remodelling of day care for older people and to reinvest monies from previously commissioned Older People's Day Services provided by External Partners into Day Opportunities.

Author of Report: Michelle Fleming, SDS & Unpaid Carers Officer
Background Papers: Business Case- Day Opportunities SDS Enablers

Ref: