

# ACTIVITY CARDS



## PROVIDER 1

**(YOU WILL BE CHAIRING THE MEETING – It is your role to ensure that the group come to some kind of consensus or agreement by the end of the meeting).**

You are the Chair of the Downshire Domiciliary Care Association (DDCA) and the manager of DomCare Plus. You are used to meeting the Cabinet Member and director of adult social services at quarterly meetings with lead providers, which have been robust but generally constructive. You are confident about this meeting and that you and your colleagues can offer sufficient assurances to take the proposal to the next stage. You are looking, though, for commitment to better progress on both direct payments and on the council's approach to the provision of advice and information. You are aware that there has been a recent increase in delayed transfers from hospital and are keen to develop responsive enablement services in local communities to address this.

Other participants will not know that your organisation, DomCare Plus has recently been invited to a Cabinet Office working group on the wider implementation of outcome based contracts in the public sector.

DDCA Position – The DDCA recognises that for an outcome-based approach, they need to find a balance between:

- The goal of flexibility to respond to people who use services and carers and their changing needs
- The need to maintain predictability in workloads, expenditure and income, and
- The need to keep audit and payment arrangements simple.

The Association will propose in the discussion that there should be joint development of the specification for the framework agreement between themselves, the council, the NHS, the Downshire Carers' Association and the Downshire Coalition for the Disabled. They can demonstrate that the outcome-based approach has led to reduced costs on some support packages, which can either be "banked" by the person using services, or create savings by being reallocated, following review, to another person. They want more trust in a situation to take the lead on decision making when circumstances change with a person using services/carer.

They want to see an advice and information service that is not seen as a public sector service and can offer advice and help based on the concerns of people, and particularly older people, across all sectors. This could be co-produced.)



## PROVIDER 2

You are a longstanding provider of homecare services in Downshire, and have generally had good working relationships with them. More recently, you have become frustrated by the slow progress being made by the council towards personal budgets and, in particular, towards direct payments for the people using services. You feel you are working well with direct purchasers and self-funders in achieving outcome-based approaches that make good use of the allocated funds, but are pretty sceptical about whether this can be applied as universally as your colleagues are seeking.

On the other hand you find the rigid control and bureaucratic systems the council applies to its own purchases is time consuming to manage, unsatisfying for staff and unresponsive to the requests of people who are using services. You want to use this opportunity to promote streamlining of processes, including resolving the slow payments that have been causing you cash flow problems at times, as well as pressing for better progress on direct payments.

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## PROVIDER 3

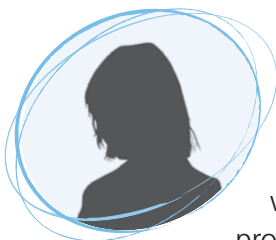
Your organisation is a more recent arrival on the Downshire scene but doing OK and keen to maintain and expand its business in the area. While sharing your colleagues' general perception, you have been particularly struck by the positive impact on staff motivation and retention that is reported from the pilot project. You have been dealing with high staff turnover recently and so are interested in the impact the new approach could have, but balance that with caution about changes that might damage your newly established business. You are concerned about the potential dominance of DomCare Plus in the local scene so will be looking to assert your position.

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## CABINET MEMBER

You are an experienced cabinet member for adult social care and related services. You have a robust but cordial working relationship with the Downshire Domiciliary Care Association (DDCA) and other providers through the quarterly meetings and other contacts, helped by your work background at senior level in large PLC.

You are open to new ideas, such as the outcome-based approach, but your Cabinet colleagues focus heavily on budget control in your services and so you need strong assurances to be confident about taking this forward. You're not so bothered about the standing orders and contract issues, which you would expect to get tackled if the new approach is convincing on service and financial grounds.

You want to use the Health and Wellbeing Board to draw a greater proportion of NHS funding into a more integrated approach to care and support at home. If an outcomes focus looks as though it will use staff roles more flexibly across services and therefore potentially reduce costs that would be attractive.

You are neutral on the issues about advice and information systems, except that it can't add to council costs.





## PERSON USING SERVICES

You are very strong advocates for the outcomes-based approach as you have felt much more in control of your lives with the flexible weekly allocation of hours to achieve your “key” outcomes rather than fixed tasks. Several of you have been able to use “banked” time for support to do simple but important things such as visit your spouse’s grave, have a walk in the garden or have company at a hospital appointment.

You had become unhappy at the inflexibility of the council-purchased services, particularly when some of you are making a very substantial contribution to the cost, but were still not in control of the service

received. Some of you have friends who are more frail and have more complex care and support needs whom you know would like their nursing and care to be better co-ordinated, with as much as possible delivered by the same people.

You are realistic about the pressures on council finances so recognise that some of the cost savings from the new approach will have to be reallocated elsewhere.

You have not been satisfied with the kind of advice and information available to you when you contact the council, and also have self-funding friends whom you know have had almost no access to advice as they did not approach the council at all and were not made aware of other sources. You would like the advice service to do more than signpost and to employ some staff to work with older people to solve problems and produce solutions; it needs to be an in person service as well as available on the phone and internet.



## DIRECTOR OF ADULT SOCIAL SERVICES

You joined the council as director of adult social services six months ago, and have welcomed this initiative from Domcare Plus as you think you have ground to make up on implementing personalisation in the council.

You have established a positive working relationship with your Cabinet Member, so are aware of his need for a strong financial structure to support and changes, and from your experience in your previous authority and examples in your region are confident this can be achieved. Your goal is therefore to come out of the meeting with agreement to continue to develop the new approach jointly with other stakeholders.

You don’t know the Downshire Domiciliary Care Association (DDCA) people all that well yet, and have had mixed experience in the past of working with provider organisations, so are cautious but open-minded in your approach. You rely to some extent in this discussion on the longer-standing local knowledge of your Strategic Commissioning Manager.





## STRATEGIC COMMISSIONING MANAGER

In various roles in the council you have led the links with the provider sector for about ten years. There have been ups and downs, but the relationship has generally prospered and you and the main players know and trust each other.

You are very concerned at the moment, though, about how to manage the financial pressures while still facilitating a diverse and good quality supply of services in the market. You know that for an

outcome-based approach you need to find a balance between the goal of flexibility to respond to users and their changing needs; the need to maintain predictability in workloads, expenditure and income; and the need to keep audit and payment arrangements simple.

You work regularly with the Cabinet Member so know his position. You are supportive of the direction of change but often need to play “devil’s advocate” in these kinds of discussions – labouring the financial and organisational aspects in order to ensure they are addressed, but once that is done expecting to move the situation on.

