

Progress for Providers



ALTERNATIVE
FUTURES GROUP



Checking your progress
in delivering
personalised services

Australia

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Progress for Providers was originally developed in the UK by Helen Sanderson (Helen Sanderson Associates) Kim Haworth (Commissioner for Lancashire County Council), Tracey Bush (Alternative Futures Group) and Ben Harrison (United Response).

The Australian version was developed by Amanda Jones and Deb Watson (Helen Sanderson Associates, Australia) with contributions from In Control Australia and the Australian Institute on Intellectual and Developmental Disabilities.

Progress for Providers, in Australia, is produced by Helen Sanderson Associates and National Disability Services.

Progress for Providers

Checking your progress in delivering personalised services

Introduction

This simple self assessment tool has been developed by providers and funders in the UK and Australia to help providers think about their progress in responding to the personalisation agenda. The tool particularly focuses on delivering personalised, individually costed services and individual service funds. Here in Australia, we have followed the emergence of initiatives like Direct Payments in the UK with keen interest, even while the reality of such options felt far from reach. Now, in 2011, preparation for the delivery of personalised, individually costed supports has become a clear necessity. The direction of travel is clear: greater choice and control for those who want it, supported by wider systemic reform of the disability service system; revitalised national standards that connect to the UN Rights of people with a disability, a National Disability Strategy, and a long awaited focus on industry development and funding reform to ensure that a viable sustainable service system remains the basis of real choice and control.

Many organisations already claim to be person centred, and most organisations already understand the need for change.

The use of the tool in the UK and its introduction in Melbourne by Helen Sanderson in 2010, led to a number of organisations beginning to use it, and look for some changes in order to ensure it fits well with our Australian context.

Progress for Providers has been developed for providers supporting anyone who is funded for disability or health support. This includes organisations that provide advice and guidance, or equipment services.

The self assessment tool is simple to use. It is divided into eight sections and each section represents a key area of change and development for providers as they deliver increasingly personalised services. The areas identified were developed by working with providers who have already made significant progress, and by asking them what they needed to change. We also worked from a funder perspective so that this tool reflects what innovative providers are doing, and what forward thinking funders would expect.

How to use it

If you are a larger organisation there are a number of ways that you could use Progress for Providers. You could use it with senior managers and staff across the whole organisation, or in specific departmental or geographical areas. In small organisations the manager(s) can simply complete the tool.

Once completed, the scores will suggest the next steps for the organisation to consider, and develop this into an action plan for change.

There are eight sections. These are:

- 1 Leadership and strategy
- 2 Creating a person-centred culture
- 3 Community focus
- 4 Support planning and review
- 5 Finance
- 6 Human resources
- 7 Marketing
- 8 Reviewing and improving our service

Each of the eight sections covers a key area of change and has five statements to choose from.

You choose the statement in each section that best corresponds with your progress to date (statement **1, 2, 3, 4** or **5**).

For example:

If you are **Getting started** you are likely to tick the first one or two statements.

If you are making **Some progress**, then perhaps the third statement.

Good progress is likely to mean that you would tick the fourth box.

Excellent progress would mean that you are ticking the 5th statement.

Few organisations would be able to score 5s in every area.

What next

Once you have assessed your progress you can use this information to develop an action plan. The action plan should describe how you are going to develop and change to move towards statement 5 ('excellent' progress). For example, if you score a 3 in one area, your action plan would focus on how you could move from 3 to 4 or 5. Progress for Providers can therefore help you to decide where to focus your energy and resources.

Some funders are already asking for providers to complete an action plan by using this tool.

1 Leadership and strategy

Strategy

Tick one box ✓

1	We have not considered the impact of the personalisation agenda and don't know if this will impact on our organisation.	
2	We think that personalisation will have an impact on our organisation although we are not sure what this will be nor how we need to respond. We are not sure that all of our senior managers are convinced of the need to develop a strategic response.	
3	We have identified some of the areas of our business that we think will be affected by the personalisation agenda. We have also started to engage with funders and other stakeholders, including people who use our services, in order to work in partnership on these changes.	
4	Following discussions with all stakeholders, we have developed a strategic plan for delivering the changes we think we need to make. This includes the impact on all staff, including finance and back office functions. The Board and senior team has signed up to this and are supporting it.	
5	We have a clear vision and strategy for delivering personalised support and for remodelling our business to ensure we have a sustainable model for the future. Our strategy is based on a good understanding of where we are now, and on the aspirations of the people we support and other stakeholders. We have considered the resource implications of these changes and planned accordingly. The Board and senior team actively supports the strategy and we are all held accountable for delivering on it. Person-centred approaches inform all activities, including our back office functions and finance.	

2 Creating a person-centred culture

Changing the culture

1	We don't think that we need to think about changing the culture of our organisation.	
2	We think that personalisation will have an impact on our culture and the way we operate but are not sure if this goes beyond some changes to the way we organise our finances and who we contract with.	

Tick one box ✓

3	We have started to think about what personalisation and what being person-centred will mean for our culture and the way we operate, both in terms of the delivery of support and our systems. We have had some discussions with managers and support workers and think we know how to proceed. We have not yet included our back office staff.	
4	We understand that personalisation will have a significant impact on our culture, systems and processes. We have a strategic plan to implement this change and are working with all staff across the organisation to help them understand what this means (including back office staff). We have lots of opportunities for discussion within a range of staff about what this means for them.	
5	We have consulted and worked with the people and families we support, staff and other stakeholders to identify the culture change that needs to occur throughout the organisation and ensure that our leaders are modelling the change we want to see, and actively support our managers to do the same (through training, coaching and problem solving). We have looked at all the ways that we communicate in the organisation and have made sure that we are giving the same key messages.	

A person-centred approach to risk

1	We try to ensure that staff and people avoid taking risks. This is a major focus of our work and all potential risks relating to the people we support is recorded in detail and authorisation is needed before we support people to try certain activities.	
2	We realise that we need to adopt a new approach to risk to ensure that people have a chance to do the things they want. We are not sure how to put this into practice.	
3	We have decided to review our approach to risk, in relation to the people we support, and want to develop an approach that takes account of individual circumstances and aspirations.	
4	We have developed a new approach which is based on the premise that people should have the chance to do the things they want and that we should support them to do this.	

Tick one box ✓

5 We developed our approach to risk in conjunction with the people we support, their families and other stakeholders and believe we have an approach to risk that is based on listening to what is important to people. This approach is embedded across the organisation and all staff are clear about their responsibilities in this respect. Positive risk taking is rewarded and we accept that this will not always be successful. We have a no blame culture and learn from successes and mistakes as an organisation.

3 Community focus

1 We focus very closely on certain support tasks like keeping people healthy and safe and think that this is our primary responsibility.

2 We are aware of the need to promote community connections and citizenship but are not sure where to start and how to go about this.

3 We have begun to think about promoting community connections and citizenship and understand why this is important for both the organisation and the people we support.

4 We are actively looking at how we promote community connections and citizenship and recognise that this needs to be a clear priority for our work. We have some examples of supporting people to make community connections and we are learning from this. We are beginning to support our staff to work in this way and are learning from others.

5 We have a clear commitment and focus on community and understand the importance of working alongside the entire community to effectively support people to become citizens. We undertake specific community development activities as an outcome of people's support plans and aspirations. We also engage with a range of community resources on a corporate basis and have a demonstrable local commitment.

4 Support planning and review

Person-centred planning and support plans

1 We provide support to groups of people according to the requirements of current legislation and the service agreements with our funding providers.

2 We realise that we need to provide support to people as individuals but are not sure how to move from the current arrangement.

Tick one box ✓

3	We are beginning to make efforts to translate the care plan into a more person-centred document. We are introducing person-centred thinking to some of our staff and they are making an effort to use these tools and skills to develop plans with people.	
4	We are committed to person-centred support planning and ensure that all the staff in the organisation are trained and coached to use person-centred thinking, tools and approaches. Individuals have up to date person-centred support plans that are acted upon by staff. We use person-centred thinking tools and reviews to record what we are learning and to continue to develop and update the support plan.	
5	We use person-centred thinking extensively and ensure that everyone we support has an independent and costed person-centred support plan that is outcome focused. Plans have clearly identified outcomes, linked to the funding available. We use person-centred approaches across the organisation, including non-operational functions, and person-centredness is embedded in all that we do.	

Outcome focused reviews

1	Our reviews are focused on services and contracts. We discuss services with the funders and other providers.	
2	We realise that we need to focus on outcomes when reviewing services but are not sure how to do this or what needs to change.	
3	We have begun to identify outcomes with people and have tried to do this with some people we support. We have begun to train staff in person-centred reviews that focus on outcomes.	
4	We ensure that all the people we support have independent person-centred reviews that are outcome focused and that the person and those close to them are at the centre of this process. People review how they are spending their money.	
5	We use information from person-centred reviews to help us evaluate how well we are meeting people's outcomes and what we need to change in the way we work and support people. We involve stakeholders in this process.	

5 Finance

Costing services

Tick one box ✓

- | | | |
|---|--|--|
| 1 | We cost our services as locations/buildings/groups and the service is delivered through service agreements with funders not individuals. | |
| 2 | Even though the majority of the services we deliver are funded through service agreements, we realise that we need to understand what it costs to provide support to individuals. We are not sure how to do this. | |
| 3 | We cost our service on an hourly rate that includes what it costs to run the service (e.g. management charges) as well as the direct cost of support. We can explain how we have calculated our hourly rate and have begun to develop individual costs for people we support. | |
| 4 | We know what it costs to deliver each individuals support package, and we provide people we support with information about how much their support costs. If someone is interested in buying a service from us, we can provide detailed individual costings based on their support plan. | |
| 5 | We provide detailed costs for each individual we support and for people who may want to buy our service or products. We are clear with people that they can use their money flexibly, and not just to buy hours of support. People can buy as much or as little of our service as they want. | |

Contracts

- | | | |
|---|---|--|
| 1 | We have contracts with our funding body/ bodies which are block funded and generally focused on hours delivered and other outputs. | |
| 2 | We think we might need to adopt other contractual models but are not sure where to start. | |
| 3 | We have contracts with our funding body and other organisations, and some with people who control their funding and are beginning to explore what this means for the way we do things. We are trying to make our contract documents easy to understand and read and want to talk with our funders and other stakeholders about creating Individual Service Funds for other people we support. | |

Tick one box ✓

- | | | |
|---|---|--|
| 4 | We offer an individual contract to all of our new customers, based on their support plan and their personal budget/support package. We are actively working with our funding body and other stakeholders to move people we already support from a block contract to Individual Service Funds. We are looking at 'virtual budgets' within our block contracts to give people more flexibility. | |
| 5 | All of the people we support, regardless of whether they control the funding or not, have an individual contract with us based on their person-centred support plan. The contracts we use are easy to read and understand. We have individual contracts with a range of individuals, trust circles, and family members. | |

Invoicing

- | | | |
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| 1 | Our invoicing processes are designed to meet the needs of contracts with funding authorities. We struggle with deviations in billing. | |
| 2 | We realise that we need to look at how we can adapt our invoicing system so that we can invoice individuals but are not sure how to start. | |
| 3 | We can produce a mixture of invoices, including those required for block contracts and for individual services and have cost centres for each of our services. We are developing systems for individual invoicing. | |
| 4 | Although we currently have a mix of block contracts and personal budgets, our invoicing system can produce individual invoices. We have cost centres for each individual with a personal budget and self-funders. | |
| 5 | We invoice personal budget holders and have systems that can be flexible, taking into account the different ways that people want to spend their personal budget. We can offer people different ways to pay us, through invoicing, direct debits and through other methods such as a financial intermediary. We have developed a range of accessible invoices to suit the needs of our stakeholders. | |

Accounting

- | | | |
|---|--|--|
| 1 | We track the money we spend on a service-by-service/cost centre basis. | |
| 2 | We realise we need to account for support individually but cannot do this within our existing systems and processes. | |

Tick one box ✓

3	We have begun to work on monitoring staff time and what we are spending on people's individual support. We are beginning to understand what changes we need to make to our accounting system.	
4	We can show links between what people are spending their money on and the outcomes identified in their support plan. We are working on how we can make our financial information on how people are spending their personal budget easy to understand.	
5	Our monitoring and accounting systems mean that we provide information for each individual about how they are spending their budget, how this relates to what is in their support plan, and whether they are under or over budget. We provide this in ways that people find easy to understand and use, and have worked with people and families to achieve this.	

6 Human resources

Selecting and recruiting staff

1	Managers and paid staff select and recruit staff for our organisation based on formal job descriptions that we have developed.	
2	We think we need to find a way of involving people in recruitment and selection but are not sure where to start.	
3	We are exploring ways to involve the people we support and their families in selecting staff and developing job descriptions. Some people have been involved to date.	
4	We have trained some people who we support and families to be on interview panels with us and worked with them to improve our job descriptions, adverts etc. They help us recruit staff to the organisation.	
5	We work closely with individuals and their families in all aspects of the selection and recruitment process. People are involved as much or as little as they want to be, with some people/families leading all aspects of the process with appropriate support. Each job advert and person specification is based on the person, including their interests, and interview questions are mostly taken from the individual's person-centred support plan. Adverts are placed locally in a range of ways (post office, local radio, university notice boards etc.) and we actively recruit local staff. Staff are always recruited to an individual not to a pool of staff employed by the organisation. We provide rolling training workshops so individuals and families can send the staff they have employed.	

Tick one box ✓

Supporting, supervising and appraising staff

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|---|---|--|
| 1 | Staff support, supervision and appraisal is based on the manager's feedback only. | |
| 2 | We supervise staff through meetings. We think we need to take people's views into account but are not sure how to do this. | |
| 3 | Managers have frequent, regular supervision sessions with each staff member and conduct annual appraisals. We have made efforts to give people and families a voice and role in this and plan to do more. | |
| 4 | Managers use people's person-centred support plans when supervising and appraising support workers, to check the progress being made in delivering the support people need and want. Support workers are clear about their core responsibilities and where they can use their creativity and judgment. People who use services are given the opportunity to get involved in this in a way that makes sense for them. | |
| 5 | We use person-centred support plans as the foundation of how we support and supervise support workers. Before supervision and appraisal, we ask the person (their family or trust circle) about how the support worker is doing and ensure that supervision and appraisals focus on how we can deliver the best service to the people we support. Supervision sessions also recognise what is important to and for staff, and are opportunities to consider what is working and not working and to think and problem solve together. We have a way of feeding back to people and families in a positive way, with individual's/families leading all aspects of the process with appropriate support. Listening to individuals and families forms part of our performance management system. | |

Workforce development

- | | | |
|---|--|--|
| 1 | We have some training days in our organisation and these are based on statutory requirements such as manual handling, mealtime assistance, duty of care and food hygiene. We meet minimum legal and regulatory requirements. | |
| 2 | We have begun to think about how we might talk to staff about the changing culture of the organisation, their role in this and what new skills we might need to develop to meet new demands. | |

Tick one box ✓

- | | | |
|---|---|--|
| 3 | We have begun to think about the impact of becoming more person-centred and have started a programme of training that helps support staff and their managers to understand what they can do to make sure people have more choice and control in their lives. This has included practical tools like person-centred thinking tools, and helping staff to understand what Individual Support Packages are and the wider context for the organisation. | |
| 4 | We understand that personalisation means that we need to review all aspects of the service we provide. We are working with senior managers across the organisation (including back office, non operational functions) to help them think about what personalisation means to them and their role and what new skills and knowledge they may need. We are developing an in-depth training programme as part of our workforce plan. | |
| 5 | We have developed a detailed workforce strategy and training programme based on input, ideas and involvement of staff, individuals and their families. This includes what will need to change about the way we train, support and deploy our staff, and the way we organise and govern ourselves if we are to be a truly person-centred organisation. | |

Policies and procedures

- | | | |
|---|---|--|
| 1 | We have policies and procedures on how we work. We meet minimum legal and regulatory requirements and don't take into account personalisation. | |
| 2 | We recognise that our policies and procedures will need to change to reflect personalisation and being person-centred but have not started to make changes. | |
| 3 | We have begun to review our policies and procedures to make sure that they are person-centred and reflect personalisation. We are working on ways of making sure people have a voice in this process. | |
| 4 | We are working with staff, people and families we support and other stakeholders to identify where our policies and procedures need to change to ensure that they actively promote people having more choice and control in their lives. We are trying to streamline them so that we have as few as possible. | |
| 5 | We have changed our policies and procedures to ensure that they are person-centred and actively promote enabling people to have choice and control in their lives. We have worked with people who use services, families and staff to develop these, and they are presented in a way that is easy to read and understand. There are as few of them as possible. | |

7 Marketing

Customer focus

Tick one box ✓

1	We see our customers as the funding body.	
2	We say that our customers and their families are the people who use our services, but the ways that we provide our services do not always match this. We know that the funding body are also our customers.	
3	We have started to rethink how we work with people and their families, and understand what their 'customer journey' is, and how we need to change.	
4	We have started to make changes to our service to reflect the journey that we want people to have with us. We are working on how people find out about us, how we tell them what we can offer, how we learn about people in a person-centred way and design and deliver individual costed services. We have also thought about the customer service we provide to our funding bodies and other service providers.	
5	We put people at the centre of what we do. We recognise that we have a variety of customers and partners and work with each of them in an individual, person-centred way. We don't always get it right but we learn from our mistakes, and make sure we reflect and learn from this.	

Communication and promotion

1	We are focused on selling our services to the funding body.	
2	We know that we need to think about how we communicate with people who may want to buy our services themselves (individuals or their family) or who want information on our services (for example care/case managers, brokers, user led organisations, peer support organisations, planning facilitators or others) but are not yet sure where to make changes.	
3	We have begun to think about how we might market ourselves better to people, and what we need to change about our information. We have made some effort to communicate directly with people and families, and other people who may be interested in our services (care managers, brokers, user led organisations, peer support organisations or others). We have begun to develop information for different people and we are aware of the need to do this in a way that is meaningful, accessible and meets people's needs.	

Tick one box ✓

- | | | |
|---|---|--|
| 4 | We have a clear strategy/approach to communicating with and marketing ourselves to individuals, families and circles, and everyone who may be interested in our services. We use a range of accessible and user friendly approaches, which we have developed in consultation with people and families. We actively seek feedback from people about how we are doing and have developed processes to make sure this happens and is acted upon. | |
| 5 | We actively promote and support the development of independent individual/family peer support driven organisations, seeing them as valued colleagues. | |

8 Reviewing and improving our service (quality)

Mission and standards

- | | | |
|---|---|--|
| 1 | We focus on achieving our regulators standards. | |
| 2 | Our organisation has a mission and standards, but they do not connect very clearly with each other. We do not measure whether we are achieving our standards and are not sure how to measure this. | |
| 3 | We have a mission, vision, values and standards. We measure progress on some of our standards and are thinking about how these things connect and want to do more work on this. | |
| 4 | Our mission, vision and values are connected and reflect our commitment to personalisation/person-centredness. We have a set of standards that we regularly measure against. We set actions based on this to improve the way we deliver person-centred services. | |
| 5 | Our mission, vision and values were developed with people we support, families and staff, whose input is respected and admired. They reflect the ideas behind personalisation in everyday language and we use them in our training and our meetings, and everyone knows them. We evaluate our services in partnership with individuals and families, and share information from this and what we are going to do to become more person-centred. Our approach to governance includes listening to and involving people and families, and actively promoting family leadership. | |

Tick one box ✓

Improving people's lives and achieving their outcomes

- | | | |
|---|---|--|
| 1 | Staff are busy keeping people healthy and safe. | |
| 2 | We try to help people change things if they want to and to have a fulfilling life, but we do not use a process for doing this nor do we understand how to adapt our approach. | |
| 3 | Most people have some sort of review of the support they receive. We have thought about outcomes and are beginning to work with people to identify what they want to change about their lives. | |
| 4 | Everyone has a person-centred support plan and a review that focuses on what is and is not working for them, and what they want for the future. We focus on supporting people to achieve their outcomes and make sure we can demonstrate this. | |
| 5 | We use person-centred support plans and reviews to enable people to think about their lives and what they want to change. We work together to make these changes happen. We support people to move towards their aspirations and contribute to their communities. Managers see themselves as responsible for making sure great planning takes place, that actions happen, and people are supported the way they want to be. | |

Learning from individuals to inform strategic change

- | | | |
|---|--|--|
| 1 | We do not have a way to systematically and strategically review our business/organisation. | |
| 2 | We undertake a strategic review of our organisation and involve employees in this review and decision-making about what we will do the next year. We realise we need to try to involve the people we support, families and other stakeholders in this process. | |
| 3 | We have begun to consult with and directly involve people who use our services, families and other stakeholders when we review the service we provide. We then use this information to influence strategic decisions. | |
| 4 | We have established a range of mechanisms to enable people to comment on the performance and strategic direction of the organisation. We make sure that we use feedback from people's experiences to inform our future plans. | |

Tick one box ✓

- 5 We have a way to ensure that everyone's experiences count when we review our progress. People who use services, their families and other stakeholders contribute their views about what is working and not working for them through person-centred (or outcome focused) reviews. We aggregate information from these reviews together with people and their families. This information sets the direction of the organisation and provides important information for our business and strategic planning. We feedback to people about the changes we have made in a way that makes sense for them.

Action plan

On the following page we have included an action plan. You can use your score to plan your next steps. Look at each section and what the next statement suggests you may want to work towards. You can use this to record what you are going to do to achieve this, who will be responsible for this, and when you want this to be achieved.

Section	What we want to work towards (the next statement in the section)
1 Leadership and strategy Strategy	
2 Creating a person-centred culture Changing the culture	
A person-centred approach to risk	
3 Community focus	
4 Support planning and review Person-centred planning and support plans	
Outcome focused reviews	
5 Finance Costing services	
Contracts	
Invoicing	
Accounting	
6 Human resources Selecting and recruiting staff	
Supporting, supervising and appraising staff	
Workforce development	
Policies and procedures	
7 Marketing Customer focus	
Communication and promotion	
8 Reviewing and improving our service Mission and standards	
Improving people's lives and achieving their outcomes	
Learning from individuals to inform strategic change	

What we are going to do (action)	Who will be responsible for this (name)	When this will be achieved (date)

Your notes