

# **North East Improvement and Efficiency Partnership**

**What supports independence project:**

**Work phase 1: researching the services that  
support independence**

**Executive Summary Report by  
Peter Fletcher Associates Ltd**

**February 2010**



**Peter Fletcher Associates Ltd**  
*Research and Consultancy*

# **What supports independence project: Work phase 1: researching the services that support independence**

**Louise Craig**

**Iain Kitt**

**Sheila Spencer**

Peter Fletcher Associates Ltd

Chesterwood Grange

Haydon Bridge

Northumberland NE47 6HW

Tel: 01434 684944

Fax: 01434 684945

E-mail: [info@peterfletcherassociates.co.uk](mailto:info@peterfletcherassociates.co.uk)

Website: [www.peterfletcherassociates.co.uk](http://www.peterfletcherassociates.co.uk)

## ***Executive summary***

### **Introduction: the brief**

This is the final report on the first phase of the 'What supports independence' project commissioned by the North East Improvement and Efficiency Partnership. The overall aim of the project is to:

*“seek to identify what universal, primary and secondary preventive approaches are effective to avoid the development of longer-term dependency and therefore deflect people from inappropriately entering the social care system, because their needs have been met through earlier intervention, targeted prevention and/or reablement services, which have maintained individual self-care, functioning, and supported independent living.”<sup>1</sup>*

The project consists of 4 work packages. Work package 1 is about understanding what non-health and social care preventative services make the biggest difference to well-being and inclusion. The brief required us to draw up a menu of services (at least the “Top 20”) which showed that they supported independent living and then identify the top 4 services for future phases of the project to look at in more detail. The brief also asked us to look at:

- The priority groups across the region that are at risk of not having preventative services or those most in need of social care services.
- What makes a person want to take part/engage/participate in an activity?
- The links to appropriate NHS Pathways.
- The key levers to persuade health and or/ social cares services to invest
- The value of addressing the different languages used by different groups of professionals and people.
- The value and role of effective marketing and communication of services.
- How to address funding sustainability.

### **The national context**

The direction of government policy is clear and is set out in several key policy documents including 'Putting People First' and 'Our health, our care, our say'. There is an expectation that Councils and PCTs will make a strategic shift towards early intervention and prevention as the cornerstone of public services.

### **The evidence for effectiveness**

The evidence base for these type of services has recently been significantly strengthened. There has always been strong qualitative evidence that people value these types of services. There is now evidence that shows they deliver a range of positive outcomes including reduced use of health and social care services and cost-effectiveness.

---

<sup>1</sup> 'What supports independent living' project brief': North East Improvement and Efficiency Partnership

**There is now a strong case to support local authorities and PCTs investing to a significant extent in preventive services in their areas.**

Key messages from the evidence include:

- Prevention and early intervention services need to address the spectrum of need from promoting access to universal services for the general population through to addressing complex needs.
- A broad range of services have a key contribution to make in delivering prevention and early intervention including housing, leisure, transport and community safety.
- Involving users and carers at all stages is essential to ensure that services reflect their needs and wishes.
- A 'whole systems approach' is needed to maximise the impact of investment in this area. This places these services within the context of the Sustainable Community Strategy (SCS) and Local Area Agreement (LAA).

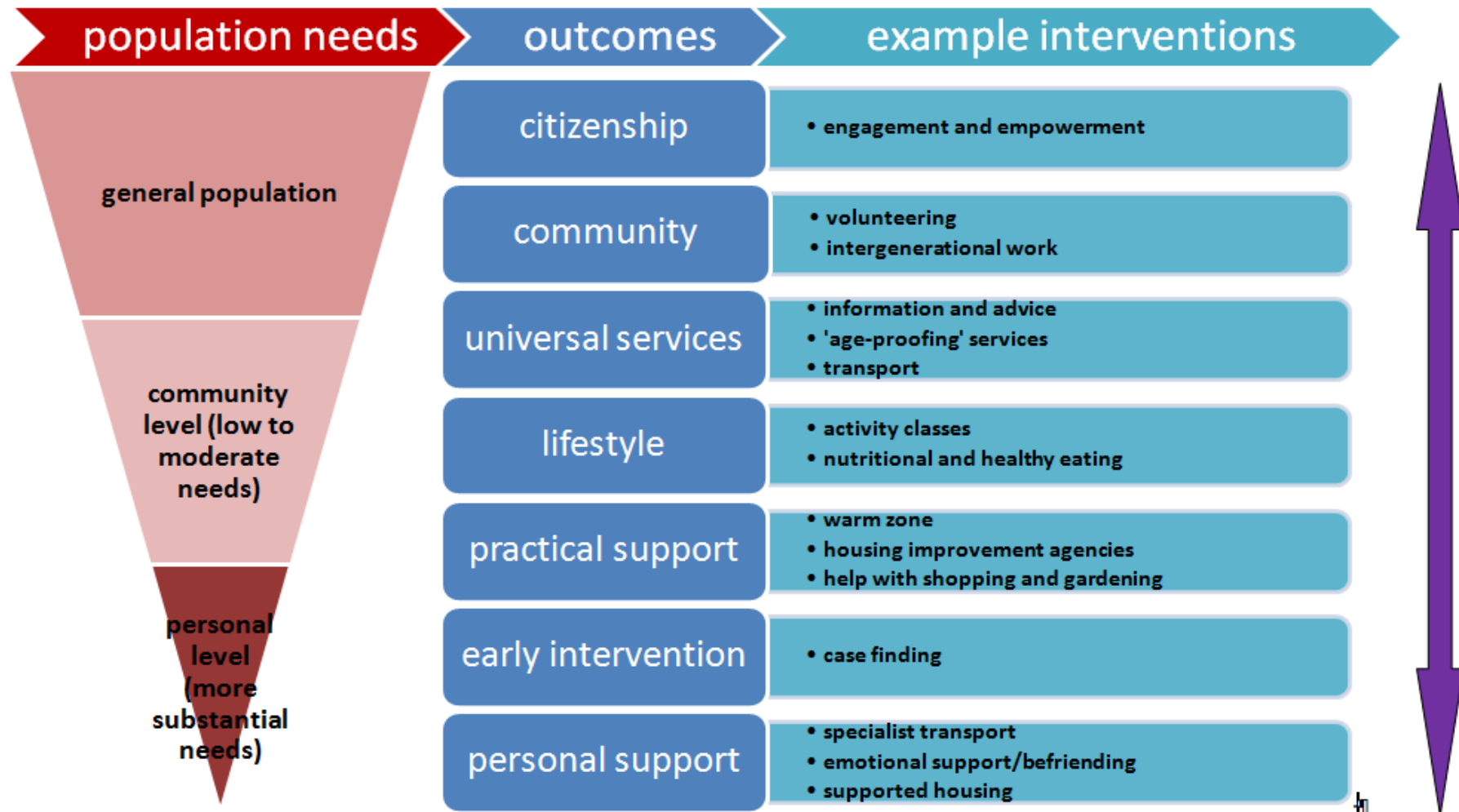
**Developing a framework for preventative services**

Successfully delivering services that will make a difference at a population level needs more than just individually effective services. It needs:

- A 'whole systems approach' based on developing good partnership working.
- Effective and appropriate targeting of preventive interventions as well as improved access for priority groups to mainstream services.
- Investment and change across the whole range of preventive services from universal ones to those targeted on specific vulnerable groups.
- Developing effective prevention strategies, which recognise the role that different services can play in preventing the need for care.
- A strategic approach to commissioning all services to promote independence through an explicit commissioning cycle.

Figure E1 below sets out a model for services to promote independent living.

Figure E1: a model for services to promote independence



### **Key areas for intervention**

Although the evidence supports the need for a broad based approach to developing preventive services it is also highlights some key services as being especially important. These are:

- Information and advice.
- Housing and practical support.
- Promoting physical activity.
- Reducing isolation and social exclusion, and broadening social and community networks.
- Ensuring access to mainstream services.

### **The 'top 20'**

We carried out a web-based survey that identified 83 services that supported independent living. From these we picked 25 services that demonstrated effectiveness and which met 1 or more of these criteria:

- a. Prevention or delay of the development of long-term conditions.
- b. Delivery of efficiencies for local authorities and health services through the avoidance or prevention of costly social care intervention.
- c. Value for money.
- d. Evidenced outcomes for individuals, authorities and an area/locality.
- e. Building social inclusion.
- f. Sustaining or improving wellness.

They are shown in table E1 below.

**Table E1: the top 25 services**

Name of service	Type of service
1. 'Opening Cultural Doors' (S Tyneside) (1) <sup>2</sup>	Increasing the levels of community and cultural activity to prevent isolation preserve a sense of well-being and improve access to service provision. .
2. Newcastle STEP (7)	Support to people with mental health problems into employment, voluntary work etc.
3. Hestia (Stockton) (11)	A supported housing service for women with complex needs.
4. Middlesbrough Anti- Social Behaviour Family Intervention Project (13)	Outreach support, 24/7 staffed core unit accommodation, and dispersed units, to families who are at risk/or have been evicted because of extreme ASB.
5. Crisis (Wear Valley) (21)	'Floating' support to people on health, finance, offending behaviour, confidence building, life skills
6. Care Connect (Co. Durham) (25)	24/7 monitoring and response service to customers homes.
7. IT Floating Support Service (Weardale) (26)	Floating support to people with mental health issues in a rural area of County Durham using an IT based approach.
8. Trades Register (Newcastle) (34)	A list of vetted and reliable tradespeople who have undergone security checks and have shown they provide quality services which are value for money.
9. The Enablement Service (Darlington) (38)	Support to Darlington residents aged 55 and offering people extra support to help them achieve a better quality of life.

<sup>2</sup> Numbers in brackets refer to the table giving details of all 83 services on pages 30 -58 of the main report.

Name of service	Type of service
10. Home Improvement Agency, Broadacres (Stockton) (39)	Delivers services including aids and adaptations, building alterations and safety equipment and 'home from hospital'.
11. Advice and Support Service Your Homes Newcastle (40)	Generic service offering support to any council tenant with specialist support to refugees, people with mental health problems, people being discharged from hospital and people moving from supported accommodation to independent living.
12. Northumberland Warm Zone (43)	Offers a bespoke assessment of a person's home to improve the thermal efficiency of the property, increasing both energy efficiency and raising climate change awareness.
13. Information NOW (Newcastle) (45)	Newcastle's older people's website provides comprehensive information about a wide range of services for older people.
14. First Contact (Newcastle) (46)	A multiagency signposting service designed to maximise the existing contact front-line staff have with clients.
15. Gateshead Libraries (49)	Provides services including readers at home services, handy information points and links to specialist organisations such as AIRS for talking books and Newspapers.
16. Gateshead Council Sport and Leisure (61)	Help to be more active, lose weight, eat healthier or stop smoking
17. Age Concern Gateshead ActivAge (62)	A service to help older people remain active in their daily lives.
18. Durham & Chester-le-Street Lifestyle Initiative (64)	Promotion and delivery of a large portfolio of healthy lifestyle activities with a physical activity focus, aimed at those needing specialist support in becoming more active.

Name of service	Type of service
19. Communities for Health (West Newcastle) (65)	This service works with socially excluded older people and people with long-term conditions to help them improve their health and well-being.
20. Northumberland Falls Service (69)	Multi-disciplinary, multi-agency service co-ordinating services for those at risk of falling.
21. Chopwell and Rowlands Gill Live at Home Scheme (Gateshead) (70)	Support and befriending for people who are housebound or socially isolated.
22. Alzheimer's Society - Outreach/Befriending/Peer Support (Sunderland) (72)	Support to people in the early stages of dementia and throughout the dementia journey as needed.
23. Age Concern Sunderland - Day and Lunch Clubs (73)	The clubs provide a forum for people to socialise and build new relationships, in comfortable and friendly environments.
24. Safer Driving for Life (Northumberland) (79)	Bespoke training and support for older people who at risk of isolation through the loss of their car.
25. Adapt (North East) Dial a Ride services - West Northumberland (80)	Provides door-to-door low cost accessible transport provision for people unable or who do not have access to public transport.

## The ‘top 4’

With the Project Steering Group we identified 4 services for further investigation

**Table E2: the top 4 services**

Service	Reason for choosing
<b>Information NOW and First Contact</b>	Information and advice is important to help people exercise choice and maintain control over their lives These two, services: <ul style="list-style-type: none"> <li>• Support both older people and staff to access information.</li> <li>▪ Make existing systems more efficient and effective.</li> <li>▪ Involve front-line staff.</li> <li>▪ Have actively engaged older people.</li> <li>▪ Link to the Council’s Adult Social Care Transformation Programme.</li> </ul>
<b>Gateshead Council Sport and Leisure Service(Including Health Trainers and Community Health Development) and Age Concern ActivAge</b>	The importance of staying active in maintaining both physical and mental well-being, and therefore promoting independence, is well recognised. We chose this range of activities because they combine mainstream services with more specialist and targeted approaches and operate across both the statutory and voluntary sectors
<b>Hestia</b>	Deals with a small group of women with complex needs and has demonstrated it has a big impact on them and on the way that they use other services.
<b>Alzheimer’s Society Outreach</b>	This was one of the few services targeted on this group. It provides support for people from the early stages of the illness through to final stages and links with health and social care pathways.

In addition we would promote adopting ‘vulnerable group’ proofing across mainstream services throughout the region.

## Other issues

### Priority groups that are at risk of not having preventative services

We identify older people as the group most at risk of not getting preventative services. Socially excluded older people are particularly at risk. People with dementia also need specific support as do people with mental health problems, learning disabilities and people with complex and multiple needs.

### What makes a person want to take part/engage/participate in an activity?

There is no single ‘magic bullet’ that works for everyone. Some factors positively influencing participation include:

- Pre-planning interventions to assess the needs of participants and then tailoring services to meet those needs.

- Services that are staffed by people with skills that includes promoting activities with different groups of people
- The use of specific techniques, such as motivational interviewing.
- Recruiting community groups and individuals to help shape and champion services.
- Promoting activities within a strategic framework and ensuring that staff understand how they contribute towards delivering broader goals.

### **Link to appropriate NHS Pathways**

We propose the development of 'supported to be independent' pathways (or customer journeys) which would be much broader and deeper than traditional care pathways and, importantly, not be condition specific.

### **What are the key levers to persuade health and or/ social care services to invest?**

Evidence of cost-savings or deferring/delaying costs is crucial to this. We highlight places where there has been significant investment by PCTs and Local Authorities in activities to promote health and support independence. What has been important here is an understanding that local needs mean that something needs to be done. This highlights the importance of the Joint Strategic Needs Assessment (JSNA) and the issue being given strategic priority across agencies through the Local Strategic Partnership, the Sustainable Community Strategy (SCS) and the Local Area Agreement (LAA).

### **Link to national policies and drivers**

Making a strategic shift towards prevention and promoting independence is a strategic priority for local authorities and PCTs as set out in '*Putting People First*' and the '*Annual Operating Framework for the NHS for 2010/11*'.

### **Value of addressing the different languages used by health/social care/culture/leisure professionals, health colleagues and people**

We conclude there are two separate issues encapsulated here:

- With staff the issue is less one of language than culture and attitude
- There is an issue of language with the public and users

Both of these can act as barriers to developing effective services and encouraging people to use those services. An important part of the work in phases two and three will be to explore these and develop ways of breaking down the barriers.

### **Value and role of effective marketing and communication of services, to get messages across to people and professionals**

Building in effective marketing and communication in the design and delivery of services is an important way to ensure that services respond to and meet the needs of their customers.

### **Addressing funding sustainability**

Mechanisms for addressing sustainability include:

- Engaging commissioning organisations at a strategic level.
- A clear strategy for prevention as part of the SCS and LAA.
- A clear understanding of the way that services contribute to the delivery of local strategic aims and objectives of organisations.
- Effective services that deliver positive outcomes for individuals and communities.
- The positive involvement of service users to create champions for change.
- Building capacity within the voluntary and community sectors.
- Costed medium term strategies that show how resources will be allocated across agencies.

## Conclusions

Within the broad span of preventative services most appear to have a positive impact. Looking at the top 4 services we identify these key factors in ensuring success.

- Understanding and involving citizens, users and customers.
- Developing a clear vision and effective partnership working to deliver it.
- Using both universal and targeted approaches.
- Providing services that are tailored and flexible.
- Investing in services and development capacity.

Other areas that will need to be looked at in phases 2 and 3 of the project include:

- Gaining a better understanding of the message and forms of communication that work best with the public and service users.
- Understanding the cultures of different services and how these can be brought closer together to generate new possibilities.
- Developing the concept of 'supporting improvement pathways or journeys.
- Getting a clearer understanding of the things that drive positive change at a local level.
- Building a clearer picture of how local systems work and can be harnessed to drive support for independent living.
- Understanding how support for independent living can become a key component of the 'local story of place'.