



cutting through complexity™

Person centred approaches – a new and emerging trend

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May 2013



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Todays presentation covers the following dimensions:

- The move to person centred care...
- The Australian context
- What is person centred care?
- Choice and control...
- Person Centred Approaches – what kinds of system changes will be required?
- What assumptions underpin the approach?
- What are the implications for service providers?
- Where to from here?

The move to person centred care...

- **Person centred care has been emerging over the last decade**
- **We have seen this through the emergence of:**
 - The use of individual packages of care and individual funding models
 - Increasing push on funders for funding portability
 - The rising demand for increased consumer choice
 - The emergence of the 'personalisation agenda' in the United Kingdom
 - The trialling of 'direct payments and direct budgets'
 - The development of 'self directed' approaches in Victoria
 - The establishment of 'consumer directed care' for community based aged care
 - The development of 'person centred approaches' for people with disability seeking support
 - An increasing recognition that traditional models of care are not sufficiently flexible and can not adequately respond to growing demand

In Australia we are seeing person centred approaches across a range of health and human services sectors

- **Person centred approaches have emerged and are emerging across a wide range of health and human sectors within Australia. There are many examples already in operation, for example:**
 - For older people seeking support in the community
 - In response to people who are at risk or who are homeless
 - For people with a disability seeking support
 - For people with highly complex needs
 - For children and young people in care
 - For people with a disability seeking employment support

What is person centred care?

- **A person centred approach enables individuals, their families and carers to choose and control support and service arrangements that best suit their needs and lives.**
- **Person centred approaches have been implemented overseas and within Australian jurisdictions to varying extents, all with positive outcomes.**
 - The emerging evidence from the places that have introduced person centred approaches is that higher levels of choice and control bring positive outcomes in the health, well being and social participation of people with disability, their families and carers, and that they are cost effective .
 - Such approaches are not without their challenges for both individuals and service provider

“Personalisation involves a move away from a model of service delivery in which clients are advised of their rights and entitlements and helped to realise them. Instead, personalisation favours a model of service delivery in which clients are supported to be informed consumers of that service, or even cast as commissioners of that service.”

Disability Rights UK 2010, *Personalisation and support brokerage in adult social care: A briefing for advice organisations and services*, July 2010, London

What does the evidence tell us...

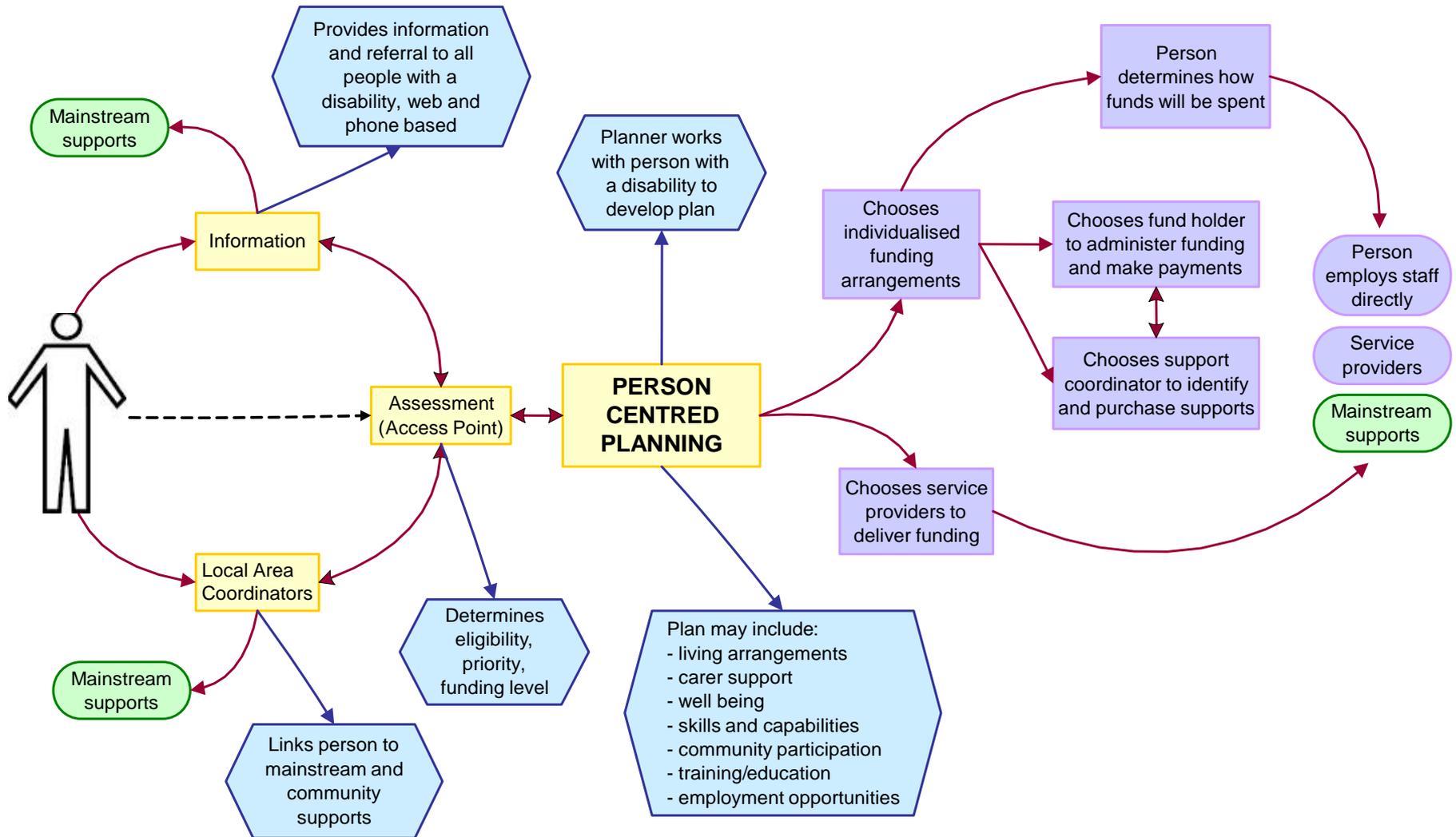
- **Internationally the emerging evidence base evidence suggests that person centred approaches lead to:**
 - greater satisfaction
 - greater continuity of care
 - fewer unmet needs
 - more effective use of scarce public resources (1)
- **Similar trends are being seen in Australia. The recent review of consumer directed care in community aged care services found:**
 - *Even after a short period of operation, CDC appeared to have a positive impact on participants' level of satisfaction with various aspects of their life. Participants reported increased satisfaction with their ability to participate in social and community activities, their ability to visit family and friends, the quality of their home life and close relationships, and their health and wellbeing.*

(1) Bornat & Leece, 2006; Glasby & Littlechild, 2009; Hasler et al., 1999; Social Care Institute for Excellence, 2005

Choice and control

- **Underpinning any person centred care model is the concept of choice and control**
- **In practice choice and control means individuals, their families and carers can make decisions and determine:**
 - the outcomes they seek to achieve
 - the types of supports they use
 - who provides them
 - how they are designed and provided
 - how resources are able to be used
 - how an individualised funding allocation is managed.
- **The concept of choice is impacted on the levels of available information, market maturity and the availability of preferred options.**
 - In some locales this can be a challenge and constrains the opportunity for a truly person centred approach to be achieved for all.

Understanding choice and control - an example



Person Centred Approaches – what kinds of system changes will be required?

Person centred approaches are different to traditional, agency-led services

Traditional agency led approach	Person centred approach
Supports designed to meet program definitions	Supports tailored to individual needs
Limited consumer choice over supports and services. Traditional menu of services – with little flexibility or consumer control	Choice over supports and services
Some person centred planning though not universal	Holistic person centred planning
Majority of services funded, with limited portability of funded supports	Individual funding packages and portability
Individuals not empowered to make decisions	Individuals empowered to make decisions about the types of supports they receive and how available resources are used

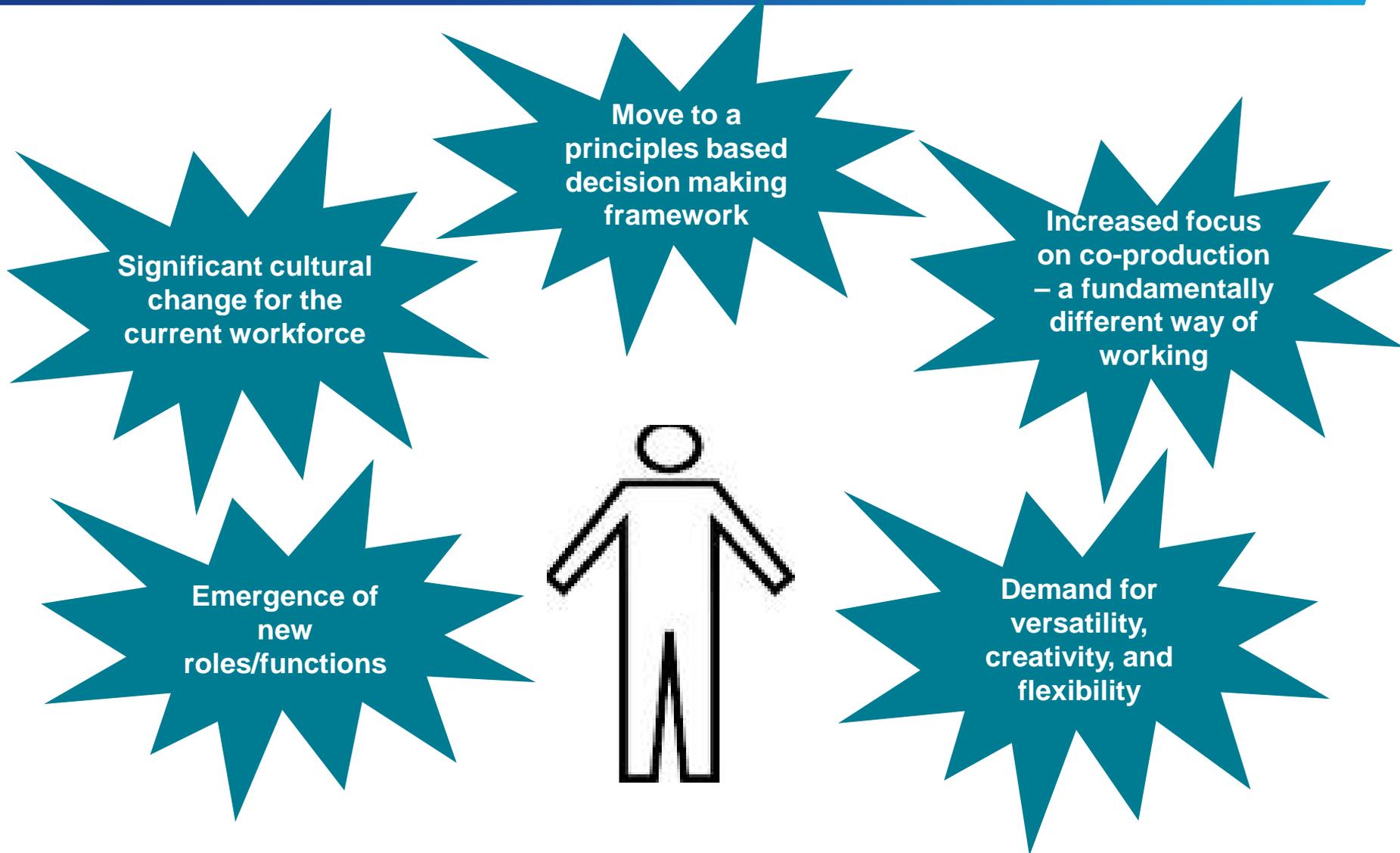
Person Centred Approaches – what kinds of system changes will be required?

Key elements	System changes	Changes affecting service providers
Individualised funding	<ul style="list-style-type: none"> • Funding allocated to a person, and not organisations • Funding is portable • Funding managed directly by the person or a nominated party 	<ul style="list-style-type: none"> • Changed relationship with government and service users • Finances will not be as stable as under block funding • Variability in the timing of payments and an ability to forecast • Administrative requirements will change
Planning	<ul style="list-style-type: none"> • Plans centre around the input of the person • Plans are not limited to disability service related objectives • Plans take into account the goals and aspirations of the person • Planning can take into account multiple services 	<ul style="list-style-type: none"> • Service providers will not automatically be involved in the planning process • Service providers may not be the only service a person will use to fulfil their goals • Services will need to work collaboratively with other agencies to assist in achieving some goals

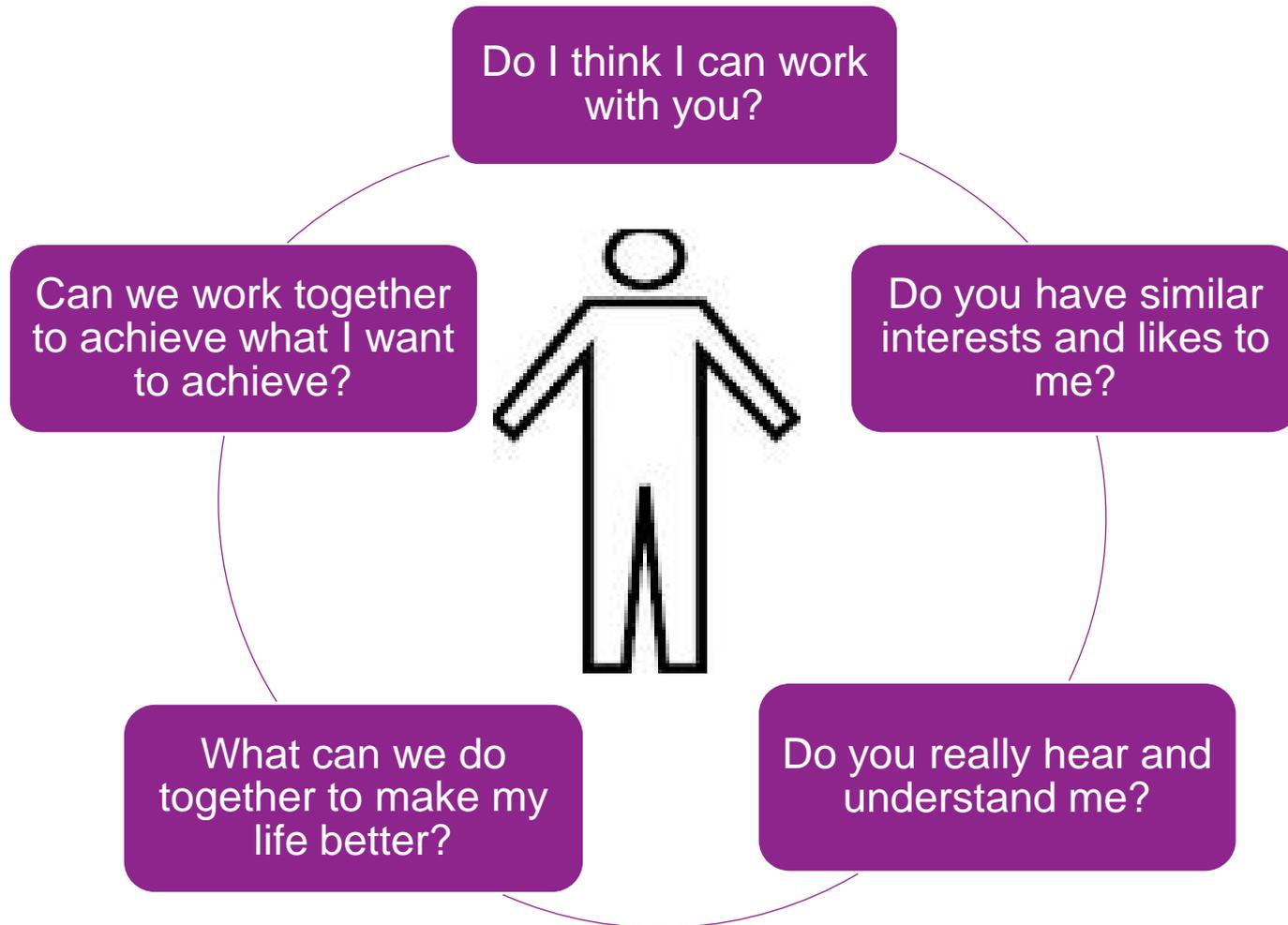
Person Centred Approaches – what kinds of system changes will be required?

Key elements	System changes	Changes affecting service providers
Consumer choice	<ul style="list-style-type: none"> Local Area Coordinators will assist service users in finding out about services that may not be disability specific Service users will need reliable information to assist them in choosing what service providers they will access Service users have the power to change service providers 	<ul style="list-style-type: none"> Services will need to <ul style="list-style-type: none"> Be proactive in marketing their organisations Be cognisant of what service users want and require outside of traditional services and service delivery Reorient their services to meet demand requirements
Quality	<ul style="list-style-type: none"> Regulation will need to take into the accessibility of mainstream services Direct employment of support workers may mean the tapping into of a new workforce (people not trained in disability services) An expectation that service provision is delivered in a person centred way, by both Government and potential service users Workforce training to support a person centred approach will need to occur 	<ul style="list-style-type: none"> A likely increased demand for support workers Competition with mainstream services and individuals who may not be subject to the same regulatory requirements and the costs that incurs Services will need to manage organisational transition to a person centred approach, affecting their leadership, workforce, frameworks and strategic plans.

What are the implications for the workforce?



A new skills set is required.....



The key assumptions that underpin a person centred approach are...

- There will be more choice about the nature and the range of services that are available
- That the market will change in response to new and emerging demands from consumers so that a greater range of services will be available
- That the shift in funding control to the individual will encourage the emergence of new providers increasing competition
- That the cost of services will be impacted by market forces – there will be greater pricing sensitivity improving the cost effectiveness of service provision
- That the current regulatory environment will be replaced by a 'light touch approach' and a greater focus on safeguarding so as to maximise the capacity of the market and choice
- That there will be greater flexibility and responsiveness from providers – a move away from 9 to 5 to one that is 24/7
- New models of delivery – new forms of employment, new workforce requirements, new skills sets

All of these changes are likely and have been evidenced in settings where person centred approaches have been implemented.

What are the implications for service providers?

The experience from the UK would suggest that:

- **Providers need to ‘truly personalise’ services to appeal to individuals purchasing services. This could have a series of implications in terms of where and when services are delivered.**
- **Providers need to have a good understanding of the groups they are aiming to deliver services for and their associated wants and needs.**
- **Providers need to have a good understanding of the costs of their individual services.**
- **New opportunities for business or expanding into new service area may become available for providers.**
- **A larger role may develop for managing budgets on behalf of individuals or in terms of brokerage or advocacy.**

What are the implications for service providers?

- **Reduction in block contracting will mean that providers will need to market their services in a different way and to a different audience.**
- **Potential for increased ‘back office’ costs to work within an individualised context.**
- **Providers may lose staff who take up roles as personal assistants directly employed by individuals with direct payments**
- **Providers may need to consider new employment models**
 - New recruitment models – with people with disabilities choosing their workforce
 - New workforce models – such as the introduction of labour hire firms
 - New relationship with staff – casualisation, under employment, new strategies for retention
 - New focus on training – just in time/modularised
 - New ways of working – new jobs, 24/7 availability, more flexible shift arrangements
- **Providers need to think carefully about how they might effectively secure the ‘user voice’ within their organisations.**
- **Providers will need to forge close relationships with a range of public and third sector partners.**

<http://www.tsrc.ac.uk/LinkClick.aspx?fileticket=U8tazrnMZ%2Bs%3D&tabid=500>

Where to from here?

- **Don't underestimate these changes – they are significant! And fundamental!**
- **Person centred approaches will demand that you reconsider every aspect of the way your organisation operates**
- **Being close to your consumers – understanding what they want and need and their satisfaction with what is being provided is critical to your organisations future**
- **The achievement of outcomes and high levels of consumer satisfaction should be the foundation stone upon which your organisation operates**
- **Individuals will now have the levers to exert choice and control – and they will exert it**
- **There is need to move from a focus on policy and prescription to an environment that supports flexibility and responsiveness to enable individuals to achieve their goals**
- **Empowerment of individuals and workers will be fundamental in the new world order.**



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