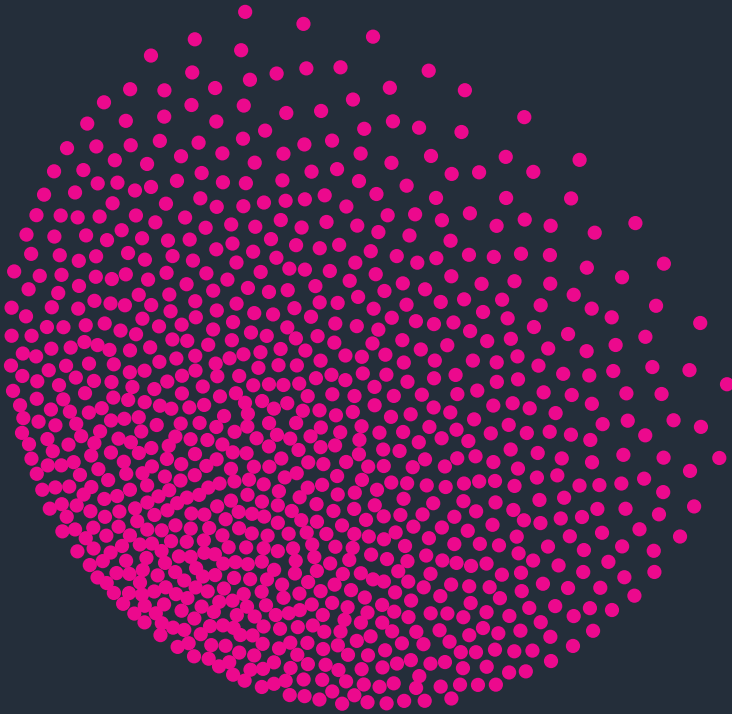




Celebrating
10 years of
collaboration
.....



REFORMING SERVICES

Lessons from 10 Years of Successful Collaboration

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Introduction

2019 marks 10 years of collaboration between Government and Genio, to reform social services and bring about positive change in the lives of disadvantaged and vulnerable people.

Genio was established to assist Government to increase cost-effective personalisation of social services by putting the people who use them at the heart of their design and delivery. This work has been supported by the Atlantic Philanthropies and is now being sustained by Government. In the last 10 years we have helped to facilitate change and improvements for over 8,000 people across disability, mental health, dementia and homeless services. Substantial progress has been achieved in:

- • • supporting people with disabilities and mental health difficulties to move out of institutions and hostels. 1,003 people have been supported to move to their own home in the community to date and this figure is growing. This has also resulted in the closure of 19 institutions and hostels as services have been refocussed to the community.
- • • refocussing mental health services nationally to enable people to play a central role in their own recovery.
- • • demonstrating the effectiveness of community-based care for people with dementia.

To date, the Irish Government has invested €41m and Atlantic has invested €27m through Genio to assist in service reform efforts. Investing money through Genio enables funding for reform to be protected; performance managed; and to be allocated over a multi-annual period. In collaboration with the Department of Health, the Health Service Executive (HSE) and more recently the Department of Housing, Planning and Local Government, funding is allocated against agreed criteria and Genio monitors expenditure over a period of up to three years. Where agreed outcomes are not achieved, funding is recycled to initiatives that are investment ready, in-line with Government policy.

However, funding alone rarely solves problems. Therefore, Genio also provides training and capacity-building initiatives to enable those involved in service provision to personalise services within agreed timeframes.

In recognition of the importance of evidence-based decision-making, objective evaluation of the impact and costs of these reforms were commissioned with the support of the Atlantic Philanthropies.

The current manifestation of this collaboration is a €45m Service Reform Fund (€35m Government, €15m Atlantic). The Service Reform Fund is an ambitious national programme of change which is currently helping to expand and sustain person-centred approaches:

- • • building on what has already been achieved in disability and mental health by supporting many more people to live as valued and participating members of the community.

In addition, we are focussing on two new areas through the SRF:

- • • supporting people with mental health difficulties to secure and maintain jobs in the open-labour market.
- • • supporting people who are long-term homeless to move to their own homes with secure tenancies.

There will always be a limit to resources available for services and in a context of growing needs, it is particularly important that resources are used to best effect. This is a big challenge and it is clear that no one agency can meet it alone. Collaborations work best when all those involved make a distinctive contribution that culminates in achieving impact at scale.

Government has the mandate and access to significant resources to meet needs. Philanthropy and private investment can back innovation and help to support the transition from older service models to new ways of working. Crucially, this collaboration has put those who use services at the centre of reform efforts. Service providers involved have also stepped up to the challenge by changing mind-sets, acquiring new skills and focussing resources in a person-centred direction.



Rialtas na hÉireann
Government of Ireland



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10 years of
collaboration
.....



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

The
ATLANTIC
Philanthropies

It is now evident that growing and sustaining the work supported through the Service Reform Fund provides opportunities for a range of government agencies to achieve their policy objectives.

In Ireland, we have a commitment to person-centred public service:

“Health and social care needs are changing. This requires the continued development of a model of care that is more integrated and continuous, person-centred, and delivered at the lowest level of complexity consistent with patient safety.”

(Department of Health Statement of Strategy 2016-2019)

“Ongoing person-centred support from community-based services” are needed for people who have experienced long-term homelessness, “to enable them to live as full a life as possible and avoid care crises or admissions to hospital or residential care.”

(The Housing First National Implementation Plan 2018-2021)

“Better availability of a range of person-centred, flexible and responsive services” are required, “that encourage people with dementia to make decisions around their care and that respect their will and preferences.”

(National Dementia Strategy, 2014)

“A fundamental change in approach” is required, “to the governance, funding and focus of the Disability Services Programme, with the migration from an approach that is predominantly centred on group-based service delivery towards a model of person-centred and individually chosen supports.”

(The Value for Money and Policy Review of Disability Services in Ireland, 2012)

A **“person-centred treatment approach”** is important for people with mental health difficulties, with “special emphasis.. given to the need to involve service users and their families and carers at every level of service provision.”

(Vision for Change, 2006)

During these 10 years of collaboration the relevant agencies and Genio have worked together to bring about a person-centred approach to services in disability, mental health, dementia and homelessness. Objective evaluation has focused on determining the impact on people's lives. Findings demonstrate that personalised services achieve better outcomes. Person-centred services can be an option for everyone regardless of factors such as age or ability and have proven to be cost-effective and sustainable.

Together, we have learned 10 useful lessons for designing services around people.

- 1 Design services with the person who uses them**
- 2 Establish that person-centred services are feasible for all**
- 3 Change mind-sets**
- 4 Connect people with communities**
- 5 Make best use of available resources**
- 6 Create change with champions**
- 7 Target and protect reform funding**
- 8 Build towards service reform at a national level**
- 9 Help systems integrate and adapt**
- 10 Continue to harness the voices of people who use services**

Design
services with
the person
who uses
them

1

“““

**Change is difficult.
So, having a partnership
approach really is the key
ingredient to making sure
that we can bring everybody
together but keeping the
individual or the person at
the centre of that process.**

**CATHAL MORGAN, HEAD OF OPERATIONS
- DISABILITY SERVICES, SOCIAL CARE DIVISION, HSE**

Putting people who use services at the heart of their design is key to service reform. This is about enabling the person (or their next best advocate) to make decisions that affect them, putting them in control of their own lives.

Findings across the disability, mental health and dementia programmes to date indicate that personalised supports achieve better outcomes for people than standardised, one-size-fits-all services.

People with disabilities are being supported to move from congregated settings to their own homes in the community. This will result in the closure of 10 large disability congregated settings around the country. We help staff and others involved to get to know people really well, discover their strengths and interests and support them to reach their personal goals.

‘Housing First’ offers people who have experienced long-term homelessness a chance to have their own homes and tailors supports around them to help them maintain their tenancies. Personalised, community-based supports for people with dementia have proven to help people to come to terms with a diagnosis, maintain a good quality of life and, ultimately, stay living at home for longer.

“““

My mum grew up by the sea in Kerry. She loves the sea. She moved to Dublin when she was 17 and worked in the Revenue Commissioners all her life. When she retired, I started to notice a difference. She was diagnosed with Alzheimer's last year and it was a big shock. We were given a dementia homecare package however and it's been amazing. The girl comes to the house 13 hours a week. Just having a few hours is brilliant. It's personalised to what my mum needs every day. Before that, sometimes I'd come from work and she hadn't eaten anything. She always looked after her grandkids after school and now she is being supported to continue doing this three days a week.

PAULA, CATHERINE'S DAUGHTER

DUBLIN

Catherine



Genio: 10 years of successful collaboration

Establish that
person-centred
services are
feasible for all

2

““

It is possible, no matter what the level of disability, that person can participate in their life with support and not just receive care.

**DAVID GREY, MEMBER OF THE TRANSFORMING LIVES TEAM,
ST. JOHN OF GOD DISABILITY SERVICES, DRUMCAR**

Objective findings indicate that age, type and severity of difficulty are not barriers to leading a full life in the community with appropriate supports.

The Service Reform Fund is supporting people, including those with profound disabilities and serious mental health difficulties, to move to their own homes in the community after decades of living in out-dated institutions and hospitals. The degree to which dependency reduces and people become involved in directing their own lives is inspiring.

Many people who are long-term homeless find themselves unable to escape a cycle of rough sleeping, addiction and/or mental health challenges. People are being supported to break this cycle. Offering people a home alongside tailored supports to meet their individual needs, enables them to build their confidence and abilities. This approach is called ‘housing-first’ and is based on international evidence of success with people who have multiple needs and challenges.

Often people with dementia and their families have had to look to hospitals and nursing homes for support and care. Personalised, community-based supports enable people to live at home for longer and in many cases to avoid nursing home care altogether.

“““

I was nearly 40 years in hospital. Now that I'm living in my own home again, there's more freedom. I only moved in the summer so I'm getting used to it and getting to know people. I go into town and have a cup of tea and place a bet. My first love ever was cycling. I rode in the 3-day tour of Ulster in 1963 so my favourite coffee shop is part of a bike shop in town. Everyone says hello to me when I walk in.



Change mind-sets

3

“““

You begin to see the individual for who they are. They begin to come out of their shell. They can make choices. They begin to ask you questions and, as a member of staff, I've gained a lot of confidence as well. It's an absolute privilege for me to be part of this - 100%.

MOJISOLA ODUGBOSE, ST. RAPHAEL'S
DISABILITY SERVICES, YOUGHAL

Personalised services mean giving the lead to people who use services and their families. This moves staff into a position of *being of service* as opposed to *providing services* that may not be the right fit from the person's point of view.

To make this work well it is important to understand how people involved in change view the challenges. This collaboration uses an action-learning approach. This involves gathering perspectives and concerns from those involved in the change process. These can be discussed openly in a non-attributable way and facilitates flexible responses to reform in real-time as learning emerges. We are applying this approach across all of the work in the Service Reform Fund.

People who use services are also involved in the evaluation of proposals for funding from the Service Reform Fund. Ensuring that decisions about allocating funding are informed by the views of people who use services is very important. It also changes the way people who use services are viewed.

It is not enough to change mindsets, it is also essential to equip staff with the skills and confidence they need to work in this way for the people they serve.

“““

The first thing we were told when my mam got her diagnosis of dementia, was that she should be in a nursing home. To be quite honest if I put my mam in a nursing home she would not be here today. Without a doubt I know for a fact she would have been long gone. Now she's continuing to enjoy her life and enjoy her grandchildren. She turned 70 in October and the outlook is good.

ORLA, IRENE'S DAUGHTER

DUBLIN

Irene



Connect people with communities



“““

I think for most people living with dementia, being able to continue on in your own familiar environment, your own familiar routine, with those that you know and love around you, is the thing that's going to help most. It's easy to prescribe a tablet sometimes but what's actually more important is that they are engaged with their locality, they're engaged with their community, they stay connected.

DR DIARMUID O'SHEA, ST. VINCENT'S HOSPITAL DUBLIN

Designing personalised supports that enable people to live life to their full potential means building links within communities in a very intentional and purposeful way. This is based on each person's abilities and interests. It also means creating opportunities for developing friendships in the context of the person's interests and the community in which they live. Prioritising connections to family and community, alongside professional support used only where required, ensures better outcomes.

The Service Reform Fund is enabling Government and Genio to support the development of services that are inclusive and engage with existing community partners. This mitigates against over-dependence on medical and professional-led services thus optimising the use of these resources where needed.

Personalised supports enable people to maintain their connections to family, friends and the community and have been proven to promote overall well-being. This is particularly true for people with dementia.

“““

Bernie is really availing of everything the community has to offer. She has a very outgoing, bubbly personality and she loves meeting new people and telling them her news. She's volunteering in the local St Vincent de Paul shop. This is part of the plan to develop her CV and experience the workplace and that's going extremely well for her and she's very excited.

CHRISTINA IRWIN, AREA MANAGER, MAYO COMMUNITY LIVING



Genio: 10 years of successful collaboration

Make best
use of available
resources

5

“““

Whilst philanthropy has a vital role to play in supporting demonstration of good quality, cost-effective services, Government is best placed to sustain and scale services in the context of implementing policy and using public funds. Given demographic trends and rising levels of unmet need, it is particularly important to ensure that all available resources are used to best effect in the interests of those who require support now and in the future.

PAT MCLOUGHLIN, CEO, ALZHEIMER'S ASSOCIATION

For the vast majority of people who use services, providing them with personalised supports is more cost-effective. For example, an evaluation of the collaboration to personalise services for people with dementia has found that significant numbers of people with dementia can be supported to live at home for longer and that savings are possible compared to the cost of nursing home care.

Providing personalised services to people with disabilities who are supported to move from congregated settings to live in the community, has been found to be cost-effective overall.

This collaboration has also demonstrated a very important way of using philanthropic funding to facilitate innovation within the mainstream systems. It has helped change to happen at a national level rather than in isolated pockets outside the public system.

“““

Mar was 18 and I was 19 when we got married. We always laugh that we were two hippies. I was into art but she has the eye for design and made our house a home. It's six years now since her diagnosis. It's hard, it's very hard. We get 15 hours a week practical support at home now which helps. Another lady comes in twice a week to spend time with Marion, which she loves. It's a struggle, but home is home no matter what. I want to keep her here with me as long as possible.

RONNIE, MARION'S HUSBAND



Genio: 10 years of successful collaboration

Create
change
with
champions

6

““

The focus is always on what it is the service users need and you know, that was not the case 10 years ago and that is a real sea change.

**BAIRBRE NIC AONGUSA, ASSISTANT
SECRETARY, DEPARTMENT OF RURAL
AND COMMUNITY DEVELOPMENT.**

Champions are needed at all levels, from front-line staff to senior management. However, the real champions in this collaboration are people who are using services and their families.

Leadership at every level means that people are modelling and supporting change in their everyday work. A committed core can support others to adapt to meet the challenges that reform brings and helps to generate staff buy-in at a wider level.

The Service Reform Fund is an example of how champions from all sectors have stepped up to create real and lasting legacy of change in Irish social services. Despite many challenges, it is heartening to see how a coalition of the willing can work towards a shared vision of change from within the system. This new generation of champions will help create better conditions for sustaining and scaling change.

“““

I was living in a hospital for almost a decade. I was the youngest by about 30 years and I had no one to talk to. I struggled for years to get the opportunity to move to my own home and finally moved last summer. Things are better but there's still lots of challenges every day. I'm well able to speak up for myself though and now I'm helping give other people with disabilities a voice.



Target and protect reform funding



“““

The Service Reform Fund is a dedicated piece of funding targeted towards initiatives that benefit service users and reconfigure resources to better effect in the long-term. We have had this type of innovation in the past but what the Service Reform Fund does, is build on our collective experience and provide a framework for bringing all the stakeholders into the decision-making process and ensuring that the funding is ring-fenced against strict criteria agreed by the funding partners.

YVONNE O'NEILL, HEAD OF PLANNING, PERFORMANCE AND PROGRAMME MANAGEMENT, NATIONAL MENTAL HEALTH DIVISION, HSE

It is essential to protect funding for reform as there are many demands on day-to-day expenditure. Service Reform Funding is used to focus public resources away from outdated models of care towards personalised approaches and embed long-term changes within the public system.

Having the opportunity to spend this funding to support the transition costs of change is vital. The capacity of Genio to facilitate multi-annual funding and to attract philanthropic support is very useful in this regard.

Funding is allocated against agreed criteria to Community Health Organisations (CHOs) and local authorities to work with those who use services and with service providers in their areas. Those receiving funding through the Service Reform Fund agree to use the resource provided to reconfigure services and to participate in monitoring and evaluation.

The Service Reform Fund is seen to be making a distinct contribution to reform by acting as a channel for multi-year innovation funding and is facilitating sharing experiences and best practices of staff currently working within the system.

“““

Accessing peer support in the community really made a massive, massive difference to my life, it actually really did start my recovery. I believe it's moving on from your diagnosis, building a new, better and stronger life for yourself. Slowly but surely, building up your confidence and knowledge and above all realising that YOU have something to offer.

KERRY

Mary



Build towards
service reform at
a national level



“““

This collaboration has brought smart and fresh thinking, which is close to the service user and tailored around real individuals', real needs. I'm glad to say Genio and the HSE has remained faithful to that commitment and managed to scale it up.

**STEPHEN MULVANEY, CHIEF FINANCIAL OFFICER & INTERIM
DEPUTY DIRECTOR GENERAL, HEALTH SERVICE EXECUTIVE**

This collaboration has been successful in bringing together services and staff groups across the country, encouraging collaboration at a national level. As a result, service delivery is becoming more closely informed by national policy. This approach is also receiving increasing recognition at international levels. The work we are undertaking through the Service Reform Fund is, in many cases, underpinning national reform programmes, including:

- supporting people with disabilities and mental health difficulties to live as valued and participating members of the community.
- supporting people with mental health difficulties to play a central role in their own recovery and to secure and maintain jobs in the open-labour market.
- supporting people who are long-term homeless to live in their own homes with secure tenancies.

“““

Access to opportunities and support in the local community was life-changing for Ruby and our family. It opened up a whole new world for Ruby who previously had little access to social clubs and activities due to her disabilities. She has developed strong friendships in the community and gained independence, as she now goes on the bus without her mam and dad. 10 years ago, these types of support would never have been available in this part of Donegal. As a family we no longer feel alone and have a strong network of support.

CHRISSY, RUBY'S MUM



Help systems
integrate
and adapt

9

““

Government have very far-seeing policies and I think there's some excellent people in Ireland in each of the sectors within which Genio and Government are working. I think there is huge potential to apply what has been learned in the last decade to the delivery of social services across departments and sectors.

SHAY GARVEY, CHAIR, GENIO;
CO-FOUNDER FRONTLINE VENTURES

People who use services often interact with many different service providers and government agencies. The Service Reform Fund has brought together the Department of Health to foster the co-production and co-delivery of services between different agencies. Facilitation provides the space and time for everyone to work through the challenges and build a shared vision to improve services.

The Service Reform Fund has brought together the Department of Housing, Planning and Local Government to ensure that people who are long-term homeless are enabled to access the housing and services that they need.

The Service Reform Fund is also bringing together the Department of Health and the Department of Employment Affairs and Social Protection to ensure national access for people with mental health difficulties to Individual Placement and Support (an internationally recognised evidence-based approach to supported employment). This will ensure that those with mental health difficulties receive appropriate mental health and employment supports to enable them to maintain a job.

“““

When I was using homeless services, I used to think there weren't many resources tackling homelessness. You know, hearing things in the news and all, that nothing's being done. I got my own home a few years ago and since then I joined the Service Reform Fund homelessness committee. I got a good insight into the intrinsic work that is being done. Individuals in government, government agencies and Genio are actually attempting to break down barriers for people who are homeless and develop inter-agency cooperation. I find it very inspiring to be involved.

Jason



Genio: 10 years of successful collaboration

Continue to
harness the
voices of
people who
use services

10

“““

Momentum is absolutely key. By continuing the conversations, by steering those conversations towards the voices of the service users, it ensures that they are at the core of the reform efforts. Everybody involved can see that this is more beneficial, it is more cost-effective, it's delivering the outcomes that people want for themselves.

**MARY SUTTON, FORMER COUNTRY DIRECTOR FOR THE
REPUBLIC OF IRELAND, THE ATLANTIC PHILANTHROPIES**

The voice of the person using services must be front and centre to ensure personalised services are available at a national level. The Service Reform Fund is providing opportunities for people who use services to be engaged at every level of service design and delivery. This means being an integral part of management teams; developing plans; and evaluating funding applications. Professionals within the system are increasingly learning to listen and respect the views of service users and the dynamics are shifting to one of mutual respect and collaboration.

A condition of receiving funding from the Service Reform Fund is that service reform plans are developed in partnership with people who use services. Proposals for funding are evaluated by committees which include representation from a person who uses services and/or a family member of a service user. Feedback from people using services also informs ongoing improvements and changes.

Ultimately, real change is more likely to happen when we put those for whom change matters most at the centre of the process.

“““

I really want people to know it's okay not to be okay. I'm putting myself out there, my mental health out there for everybody to know about it, so that other young people can feel okay about it too. Now I'm sitting at the table with the HSE helping to design mental health services for young people in Donegal.



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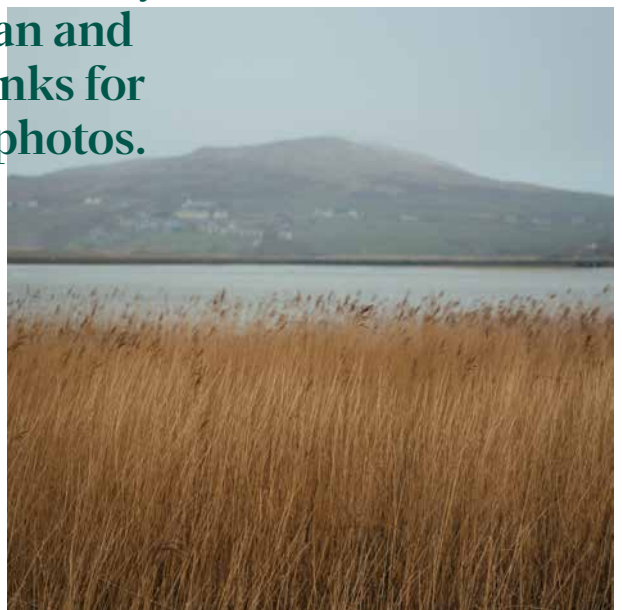
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www.ruthlessimagery.com**



**Featuring Catherine Leen,
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McCandless, Jason Brogan and
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