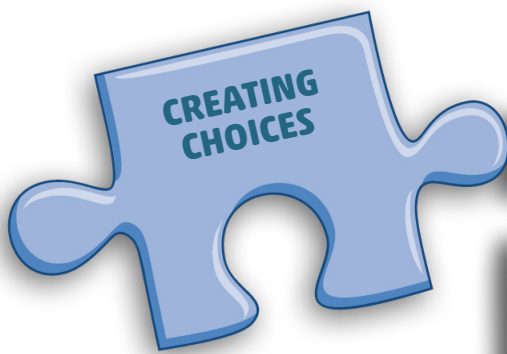




Bringing the pieces together

Evaluation of support provided by Encompass



Outside the Box
March 2015



About Encompass

Encompass is a user-led support organisation. It provides services to people living in the Scottish Borders who have access to funding to enable them to have more choice, flexibility and control over the support/care they require.

Most people are using Direct Payments from Scottish Borders Council. Some also draw on other sources such as Independent Living Fund, their own income and contributions from family members.

The service began in 1999 as Borders Direct Payment Agency, a new project funded by Scottish Borders Council. At that point it was based within the Borders Voluntary Community Care Forum. There was a high level of user involvement through the Direct Payments Working Group, which had over 50% user representation. They developed a User-involvement model.

See www.encompassborders.com link at <http://www.encompassborders.com/wp-content/uploads/2015/04/User-involvement-model-dp.pdf>

In 2008 Encompass became an independent user-led charity and company limited by guarantee. Since then, the organisation has been led by a board made up of at least 50% of people in receipt of direct payments (or similar arrangements) and carers.

In 2010-2011 there were changes in the way Encompass was funded.

- There is a contract with Scottish Borders Council, which covers the initial visits to give people information in order to decide if they want to use a Direct Payment. It also covers the costs of monitoring the use of the funds.
- There is a standard weekly charge to each person using the services Encompass provides. It is recognised that there will be times when the level of service is considerably higher, but it is expected that over time the work will balance out.
- Clients pay for the services from the funds they receive from Scottish Borders Council.

All services that Encompass provides and the way the organisation works have been developed through working with people who get support by listening to the feedback they give directly and through evaluations.

Scale of the support Encompass provides

The numbers of people coming to Encompass for support has grown over the years.

The total number of clients has risen every year: it was 45 people in 2003 and 423 people in 2014, which is over 9 times the 2003 level.

In March 2003 there were:

- 44 adults using a Direct Payment.
- One person only using Independent Living Fund.
- 780 hours of care each week, excluding respite breaks.
- 20 weeks of respite over the year.

By March 2014 there were:

- 364 adults using Direct Payments.
- 37 children and their families.
- 18 people only using ILF.
- 4 people funding their own support.
- 4807 hours of care each week.
- 164 weeks respite support over the year.

Even the last few years have seen significant changes. From March 2011 to March 2014:

- Referrals rose by 56%.
- The number of people who are employers rose by 64%.
- The number of people employed as Personal Assistants, Carers etc doubled.

The number of people using Third Party Banking has increased by 169% over the previous 3 years.

The main services provided by Encompass relating to people employing their own staff are:

- **Payroll:** a comprehensive service to employers covering all aspects of payroll, including annual leave, provision of timesheets for staff, pensions, payslips, employee deductions etc.

Administration and employer support:

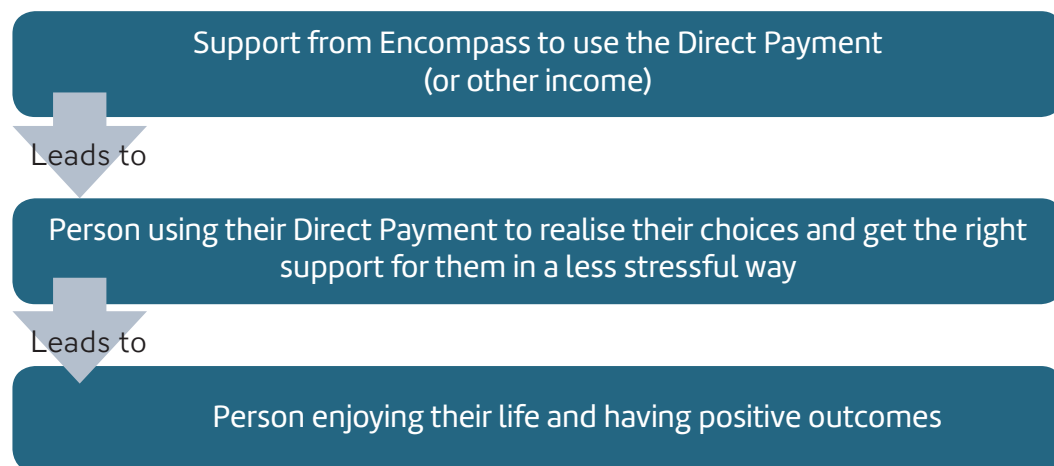
- Advice on safe and good practice processes around recruiting and employing staff and supporting people to manage the paperwork.
- Advertising job vacancies, as part of helping people find staff.
- A Personal Assistant database, to enable Personal Assistants looking for work and existing Encompass clients to find each other.

Third party banking is the other main service.

- Encompass holds funds for clients in a separate bank account and can pay wages, and other bills related to people's care and support from this account.
- People do not have the stress of managing the money side.
- Encompass can check that the bills are within the agreed range.
- Managing the money also helps alert people when they are spending more or fewer hours than agreed.
- It ensures that the local authority has the information they require for accountability.

The intended impact of these services is to enable people to use their individual budget to plan their outcomes to best effect by getting the support and care that they want. This will be the outcomes that have been agreed with the care manager when the Social Work Department are contributing through a Direct Payment.

The intended impact of the support is to enable the person to achieve the outcomes that are important to them, such as being able to live independently, take part in activities in the community, see friends more often, and so on. Overall, this enables people to have a better quality of life and to improve their health and wellbeing.



From 2012-2015 Encompass has been part of the programme of development projects funded by the Scottish Government to support the implementation of the Social Care (Self-directed Support) (Scotland) Act 2013.

Self-directed support creates more ways for people to organise their support in order to have more choice and control in their lives. This includes more flexible ways to pay for support and will enable people to have flexibility with employing staff or liaising with a range of care providers. Scottish Borders was one of the pilot sites and began introducing some elements of the SDS arrangements in 2012. The legislation came fully into effect across Scotland in April 2014.

The activities that Encompass has undertaken as part of the Scottish Government programme include:

- Taking part in a national project facilitated by IRISS (Institute for Research and Innovation in Social Services) to explore the interface between adult protection and self-directed support.
- An evaluation project facilitated by Evaluation Support Scotland, to look at how support services share their learning from what they do.
- Promoting the 4 SDS options and the services Encompass can provide to individuals, staff in Social Work, Health and care providers.
- Being part of a Scottish Government Personal Assistant Workforce Project.
- Contributing case studies and other material to raise awareness about the impact of Direct Payments and other forms of SDS for people who need support and their families, which are now being used throughout Scotland.
- Working with other projects within the capacity building programme to increase people's access to information and advice about SDS and how to get the support that is right for them in their communities.
- Working with Evaluation Support Scotland as part of developing evaluation tools that will be used by organisations across Scotland supporting people to use SDS.

Another recent development initiated by Encompass is developing a new website, to make it easier for both people employing staff and for people interested in working as a Personal Assistant to get information.

www.encompasspadatabase.com

Looking ahead, Encompass is aware of the need to be able to respond to changing circumstances. Some of these are likely to include:

- Developing around the way SDS works, and especially the numbers of people looking for flexible ways to organise their support.
- Changes in the charging policy Scottish Borders Council (along with other local authorities) are making on the contributions people make to their care costs.
- Changes in employment law.
- Changes in the law and practice on pensions for everyone who is employed.
- Changes on requirements around aspects such as insurance.
- The ways in which social care services operate, including the potential growth in smaller, locally-based care providers.
- The growing focus on the ways mainstream services are accessible and welcoming to people with a range of disabilities and support needs.

About the evaluation

Why we did this evaluation

The focus of this evaluation is the role of Encompass. We hope that this will be helpful to other groups that provide, or are planning to provide, independent support to people organising their own support.

Encompass regularly receive feedback from the people who use their services on the quality of the support they receive from Encompass. People also say whether the support they get through the care arrangements is working well and having the impact that they wanted. Recent examples are:

- A survey of people who use Encompass services – people getting support and carers.
- A survey of staff in the Social Work Department and other services with whom Encompass work.
- Using the PQASSO approach to ensure quality. Practical Quality Assurance System for Small Organisations is a well-established quality assurance system developed by Charities Evaluation Service.

The annual report from Encompass, a recent DVD to raise awareness about SDS and other material have described the ways in which people have a good quality of life and enjoy the greater independence and flexibility that having the right support arrangements can give them. These are disseminated through the website as well as through other routes.

Encompass has worked hard to publicise the work that they do to enable people to have these benefits.

How we did this evaluation

We looked at 10 cases that cover the range of inputs that Encompass provides to people using care and support and (for some people) to their carers. The circumstances of the people involved also cover a range.

- We looked at what was happening in the individuals' lives and in their care and support, especially when a change prompted additional activity from Encompass.
- We looked in detail at what Encompass did.
- We noted the other things that were happening, such as the role of the social workers and other staff who have responsibilities in relation to the person and their support. We know that these staff are providing other support to the people and their families that does not interact with the role of Encompass and is not within the scope of this evaluation.
- We looked at the outcomes for the person and where relevant for their family.
- The information was taken from the case files.

We also talked to staff at Scottish Borders Council for their experience of working with Encompass and their perception of the impact it has for clients.

We then looked at how the role of Encompass had the intended impact for people using Encompass services to help them get support. There are several sets of criteria that can be used as the basis of an assessment.

- The first way to consider this is whether the work meets the organisation’s own values and principles.
- The second is whether it meets the principles that underpin the Self-directed support law and policy for Scotland.
- The third is whether it reflects Best Practice in Direct Payment Support for that particular part of the SDS process.

The values and principles set by Encompass when it was established are a very close match to the principles underpinning the Act. We have based the evaluation around the principles underpinning the Act.

Encompass Values and Principles	Principles that underpin the 2013 Act
<p>Values</p> <ul style="list-style-type: none"> • People are treated with respect. • People receive unbiased information about the choices available to them. • People maximise their aspirations and potential. • People have increased independence and enablement. • People participate freely in all aspects of society. • People feel safe and secure in all aspects of life. <p>Principles</p> <p>Inclusion, dignity, equality, respect, fairness, independence, freedom and safety.</p>	<ul style="list-style-type: none"> • Participation and dignity. • Involvement. • Informed choice. • Collaboration. • Enabling the person to take as much choice and control as they want to. • Enabling the person to exercise choice and control in a responsible way. • Risk enablement. • Innovation – developing creative solutions to meet the outcomes identified in the support plan.

Work is being done in Scotland to develop an approach for evaluating what SDS support services do. Encompass has contributed to this work, which is led by Evaluation Support Scotland.

The factors that are identified in Support in the Right Direction are:

- Local
- Trusted
- Impartial
- Holistic
- Flexible
- Constant
- Accessible
- Expert
- Responsive

Around the time we were working on this evaluation, Evaluation Support Scotland published a companion report – Measuring the difference Independent Support makes. Encompass will be using the tools here as part of day-to-day working and as the basis of future evaluations.

There is also a set of good practice standards for equivalent services in England. These were developed by Think Local Act Personal, which is a sector-wide alliance promoting good practice in Personalisation. These standards again reflect very similar principles. They also include wider points about the overall range of steps taken by a local authority and a range of services and teams to raise awareness and promote the use of flexible support to benefit people living in that area.

Best Practice in Direct Payment Support sets out detailed points under 10 main areas.

- 1 Taking a strategic role: how the service feeds the collective experience of people using Direct Payments into the development of strategic plans.
- 2 Information and advice for individual people.
- 3 Peer support as another form of encouragement and advice for people.
- 4 Access to independent advocacy, such as good links between Direct Payment services and advocacy projects.
- 5 Support planning: people getting the support they need to plan for the future.
- 6 Money management.
- 7 Employment advice and support, including all aspects of recruiting, appointing and employing staff.
- 8 Training for people in how to be a good employer, arranging training for the staff they employ, and contributing to training for other professionals around Direct Payments.
- 9 Support when care arrangements are being set up.
- 10 On-going support and trouble shooting, including help when breakdowns in staffing and support arrangements occur.

The service Encompass provides and the impact this has

This description of what Encompass has done and the impact the role has made is drawn from the cases and from the experience of staff in care management and related roles.

Each person's situation is unique, but there are patterns that run through the cases we examined. Notes on each of the cases are attached as an annex.

What Encompass does

In almost all the cases Encompass provided more support – and often significantly more support – than had been expected at the outset.

Most people in the case studies we examined drew on all the Encompass services: employment advice, payroll, third party banking, and help in finding staff. In practice these forms of support were interconnected, and there were benefits in the one person or service being able to organise all elements.

The biggest blocks of work were around staffing:

- Recruitment, including finding people when there was no response to adverts.
- Helping with the interview and selection process.
- The employment aspect of appointing staff.
- Training and settling in new workers.
- Setting rotas for the overall staff team as well as for individual workers, arranging holiday cover and similar routine changes.
- Helping the person getting support (and/or their relative when that person was the employer) deal with any difficulties that arose around staff performance.
- Negotiating changes to staff employment conditions, such as changes to their hours or new duties.
- The employment aspects when staff left, both in situations where people chose to move on and when the person getting care and support decided to end the employment.
- Dealing with situations such as maternity rights and redundancy.
- Making sure that all of the arrangements reflect the requirements in the employment and SDS (or previous) legislation and the process follows good practice.

The cases included situations where the Encompass worker was supporting the person to take on most of this work, with advice on what was needed step-by-step and acting as a sounding board for the person to manage their own team.

In some circumstances Encompass workers are taking on most of the work associated with managing a staff team.

- Where several people are employing the same Personal Assistants – see Bill, Bertha and Brenda.
- Sometimes people are employing up to 12 people and require very high amounts of support for some of the time – see Frances.

- There are also situations where there has been, and will probably continue to be, at least one significant staffing change every month – see Caroline, Edward and Frances.

In most cases there was at least one occasion, and sometimes several occasions, when Encompass workers used the extended knowledge and contacts within their team to find Personal Assistants for people. Examples included:

- Finding people in the more rural areas and locations where it is harder to get staff.
- Finding people for small slots of support, such as one hour at a weekend or half hour visits every day.
- Finding people at short notice, such as when the person needed extra support, or a Personal Assistant had left and the recruitment was still in progress, or for holiday or similar cover.

There was substantially more work needed in situations where:

- The person needed a larger team of staff, with inevitably more turnover in staff and more challenges around setting the staff rotas and their working arrangements.
- The person lived in a part of Scottish Borders where it was more difficult to recruit staff.
- The person had little or no experience of being an employer or of being an employee and managing work relationships.
- The person's situation made it difficult for them to make decisions or plan ahead, for example when their condition affected their ability to work things out or they had few other people in their lives to help them make decisions.

The staff in Scottish Borders Council also described ways in which the Encompass worker and their colleagues took on tasks that were essential in enabling people to get the support they needed.

- Some of the cases they referred to Encompass were relatively straightforward. Here, at least some of the people might have been able to manage without the support from Encompass, but it would have been more stressful. People would also have needed to find another way to manage the payroll.
- Others would not have had access to the Direct Payment without the support from Encompass, and so to the flexibility it brought, as even a relatively small level of work to manage it was not feasible at that time for that person or their family.
- Each Scottish Borders Council worker was involved in at least one case that was complex, such as needing frequent changes to the care arrangements and/or where there were multiple workers or care providers involved. Here, the people involved would not have been able to manage the financial arrangements, and so the flexible support it brought, without the level of help that Encompass provides.
- Encompass staff worked with Scottish Borders Council staff to explain SDS arrangements to people who found the standard information difficult to understand. This has enabled more people to have access to this level of choice and flexibility in their care and support.

- The Scottish Borders Council staff particularly mentioned people with dementia, although they knew of people with other circumstances who were in this situation.
- The skills and experience in getting the Job Descriptions for Personal Assistants, and then in helping people select the right Personal Assistant, was a huge help. This means that people get support that is right for them and avoids or reduces possible future difficulties.
- The Encompass team are good at using their knowledge and skills to find people to take on patterns of Personal Assistant work that other people struggle with.
- The suggestions from the Encompass workers about how staff teams work effectively, such as one Personal Assistant taking on a team leader role, have had a significant impact in making the care arrangements work well and be sustainable for a few people with particularly complex circumstances.
- Setting up training at both the start of someone's care and support and as circumstances change has also been an important part in making the arrangements work well.
- The quality of the Third Party Banking and the record keeping that Encompass achieve is another part of making the support arrangements possible and sustainable. This gives the person the information and control they need and also gives the local authority the reassurance and accountability they need.

Scottish Borders Council staff noted that most cases that they – and so Encompass – were dealing with now are considerably more complex than were the early Direct Payments.

- The eligibility criteria mean that only people with a higher level of need and risk are getting support paid for by the local authority. This means that a higher proportion of cases now and in the future have more complex care arrangements, or are for people who are less able to manage their own care without support, and/or are at greater risk when there are gaps or other difficulties in their care arrangements.
- There is also a higher proportion of people who are expected to only need care for a short time, with changing needs linked to end of life care. Here, there is a high level of support needed from everyone, including Encompass, to set up the care, without the longer stable period to offset this initial effort and cost.

Impacts for the people getting care and support and their families

In every case the person benefited from the greater flexibility that the use of a Direct Payments and the care that was arranged through Encompass gave them. The benefits included opportunities to live independently and to take part in social activities and hobbies that the person chose. People said they were listened to, were given impartial information and that they felt valued.

There were also benefits for the person having more support with the care arrangements and associated matters when these were complex or stressful. When difficult situations did arise these were handled in ways that led to good quality, sustainable care and support. People benefited in several ways:

- Not having to deal with the extra work and worry involved.
- Fewer risks around unsuitable support and poorer outcomes that would have followed if the care arrangements had not been sorted.

There were also benefits for the main carer/relative and for wider family in several cases. This included reassurance that the person's care was working well and finding it easier to plan ahead. They then benefited from the care and support that people got through their support package, including respite from caring and benefits for their own wellbeing.

In most cases the person would not have been able to have these positive outcomes unless someone else took on the tasks that Encompass provided.

This pattern is confirmed by the Scottish Borders Council staff.

- The feedback that care managers and other staff have from people getting support and from their families is that the Encompass support is an essential part of people being able to make and realise their choices, and so have a good quality of life.
- Staff have also observed positive impacts for the people they are supporting, such as the pleasure and confidence people get when doing activities that would not otherwise have been possible.
- The positive impacts for people and their relatives come in situations where the Encompass role is straightforward as well as in the situations where people need a lot of support from Encompass.

Impacts for the people providing support and care

The main focus on Encompass' role is making the arrangements work well for the person getting support. In some situations this has included making the arrangements be fair for the people working for them as Personal Assistants and for any care provider that also delivers support as part of an overall package.

- Situations where there are tensions between the person getting support and the staff, or among the staff team, are not pleasant and are not good for the wellbeing of the people involved.
- If staff employment conditions are not fair, or if the staff are not having a good experience in their employment, they are likely to leave. Gaps in provision, lack of continuity and the potential difficulties at times of training and settling in new staff increase risks for the people getting support.
- It is important that people getting care and support do not run into situations where they are in breach of employment law.
- Sometimes paid staff have concerns about aspects of the person's support, or can see ways in which they could be having a better quality of life, but don't feel able to raise this directly with the person who is their employer.

Examples of ways the Encompass workers made employment as a Personal Assistant easier included:

- Keeping Personal Assistants informed and involved when there were delays in them starting work, such as when there was a delay in getting a funding package approved.

- Arranging training for Personal Assistants.
- Giving Personal Assistants a place to come to with questions or concerns. Encompass then helps the person getting support, who is the employer, and their staff work out a solution.
- Handling PAYE and other contact with HMRC.
- Giving people opportunities to find more work through the main Encompass website and the new Personal Assistant Database www.encompasspadatabase.com

Benefits for social workers and other staff related professional roles

The Scottish Borders Council staff described ways in which the Encompass team's work made work easier for them. The case notes also showed details of situations where an additional impact was to complement and reinforce the role of staff in social work, health and related roles.

- Other staff described how the specialist role of Encompass complements the role of other staff and teams, with different skills and expertise.
- There are particular aspects of the Encompass service, such as support to people in their role as employers, that would be major challenges for the local authority as well as for the people getting support if Encompass was not performing well.
- There are good professional relationships that have been built up over several years. Staff in other roles feel they have a relationship with the whole Encompass team as well as with a worker at Encompass with whom they have most contact. This makes it easy to work together if a problem crops up when the Encompass worker focussing on that geographic area is on holiday, for example.
- Scottish Borders Council staff were aware of times when Encompass workers had dealt with complex and time-consuming practical problems in people's care without needing to draw in the care manager to the details.
- They were also confident in the judgement of Encompass workers about when it was right to involve a care manager.
- Encompass has been a help to staff in other organisations when people are learning about Direct Payments and now the wider SDS arrangements and what this can make possible.

Limits on what Encompass can do

The review of the case notes and conversations with Encompass and Scottish Borders Council staff highlight situations where people struggle to make fullest use of the flexibility that SDS offers. It also shows where there are limits on what Encompass - or any independent SDS advice and support service - can do.

The first difficulty is finding Personal Assistants or other care providers in some situations. There are parts of the Scottish Borders where this is particularly difficult. The pattern of support that some people need or choose can also be difficult to fill.

- The experience so far is that the Personal Assistant database is a good development to complement the knowledge of Encompass team members, and may help reduce problems in future.

- This cannot solve the difficulties of no-one being willing to take on a task, or at least not at the pay offered or the times needed.
- Encompass can be involved in helping to identify gaps in current provision and contributing suggestions on ways to meet the gaps, but is not in the position where they can create the solutions.

Another difficulty is finding ways to increase the ability of some people and/or their families to take on the management of their support in the way that Direct Payments arrangements have envisaged.

- There are some people who have had a Direct Payment from the time when this was the only alternative to traditional care organised through the local authority. If they were starting to get support today an individual service fund (Option 2) or other combination of ways to organise support (Option 4) might be considered as a way of getting some control but fewer responsibilities around managing money or employing staff.
- Encompass has taken on more of the work and responsibility for managing some support packages because this was a good solution at that time. However, the time taken may mean that this approach is not a sustainable solution in the longer-term.
- As the numbers of people using Direct Payments and other options within the new SDS arrangements increases, there may be more opportunities for people to draw on peer support or other forms of advice to help them.

A related point is ensuring that the Encompass service is sustainable.

- The level of demand for the services is expected to increase, as more people learn of the increased choices that are now available to them.
- The eligibility criteria means that the cases referred by Scottish Borders Council to Encompass are likely to include a higher proportion of more complex situations and people who need more support to organise and manage their care.
- Encompass may find that they need more staff to continue to deliver their services to the same high standards, but the opportunities to increase their charges or attract other sources of income may be limited.

Assessment of how Encompass works

How Encompass meets good practice

This evaluation has looked at how Encompass reflects the principles underpinning SDS in the way it works.

Participation and dignity

- People gained opportunities to participate in their own lives as well as to participate in their communities to the extent that they want to do this.
- The way in which Encompass manages the employment and financial arrangements has given people dignity in their role as an employer. As an example, people are under much less stress when they know that the correct processes are followed and paperwork is in place.
- Enabling people to make changes to their care and support has enabled them to also have more dignity in their lives.

Involvement

- The ways Encompass provide their services, including the relationships the workers develop with the people who get support, have enabled people to be involved in planning and organising their own support.
- People can be involved to the degree that they choose because Encompass is able to support them on aspects that they find difficult.
- People are also able to participate in other aspects of Encompass, such as the newsletters and website, events, joining the Encompass board and contributing to the selection process for Encompass staff appointments.

Informed choice

- Encompass staff have worked alongside care managers to help people explore and understand the choices they have.
- There are situations where slowing down the process and making it safe for the person to delay making changes to their care and support has given the person more opportunities to get information and to work out the choices they want to make.

Collaboration

- There is good collaboration with Borders Independent Advocacy Service as part of ensuring that people have as much choice and control in their lives as possible.
- The joint working with Scottish Borders Council has been positive and has helped give people choice and control even in difficult situations.
- Encompass has built up good relationships with Personal Assistants and with care providers, which has then enabled them to find workers and realise the choices that people getting support have made.

Enabling the person to take as much choice and control as they want to

- People can have as much or as little choice and control as they want.
- There is support to people who want to take on a lot of the day-to-day work around managing their staff team and planning the support they get.
- The range of services Encompass provides also lets people who want less day-to-day control still have access to a Direct Payment and so to the flexible support that it brings.
- The close working between the Encompass workers and the people they support and their families enables people to vary the extent of choice and control as they need and want. Examples include having less choice and control when someone is unwell or having a difficult time and then increasing it again when they are ready.

Enabling the person to exercise choice and control in a responsible way

- The support on employment matters, including when problems arise, is a very important part of most people being able to fulfil their responsibilities as an employer.
- The higher level of input that Encompass is giving in some complex situations is essential to the person being able to exercise choice in a responsible way.

Risk enablement

- The support for people around planning their care has enabled people to identify and minimise potential risks.
- Identifying and meeting the training needs for Personal Assistants - individually and for staff teams - is another important way of reducing risk and enabling people to expand what they do.
- There were situations where Encompass workers and others thought that the person getting support could have a better quality of life if they were willing to risk making changes, such as being more independent, trying new activities and getting more involved in their community. The Encompass systems and support are there to enable risks if/when people are ready to try new things.
- Encompass support enables people to remain independent and well when breakdowns in staffing and support arrangements occur. This enables people to have care that works for them in situations that would otherwise have more risks.
- The evaluation identified situations where it is difficult to convince people that they need the level or type of support that the care manager and other professionals recommend, such as when someone does not want the level of support that is in the agreed plan. An example is when someone continues to have 1 rather than 2 workers for some tasks. The extra level of contact and support from Encompass to staff teams is enabling people to take risks in these situations.

Innovation – developing creative solutions to meet the outcomes identified in the support plan

- Encompass workers are helping people getting support and their families to identify solutions that are right for them. These may not be innovative in terms of the range of supports that people across Scotland are using, but they are often innovative for the people concerned.
- At a wider level, the Personal Assistant database is an innovative solution to a widespread problem.

The evidence of how Encompass is working shows that the service reflects the key factors in Support in the Right Direction.

- There is a local focus to the service and Encompass staff's knowledge of local parts of the Borders contributes to holistic support.
- The on-going relationships with people show that Encompass is trusted and seen to be impartial.
- Encompass support shows flexibility and constant support over time, including through difficult periods for people.
- There is a high level of expertise on the range of matters that arise when people are exploring and using the SDS options.
- The service is accessible and responsive to people's need for support.

Overall assessment

Overall, the services that Encompass delivers and the way in which Encompass works does meet the principles that apply to all aspects of organisations working to deliver aspects of Self-directed support.

It also reflects the good practice expected of services providing advice and support to enable people to make and realise the choices in their care.

The ways in which Encompass is developing services, such as the development of the website and introduction of the Personal Assistant database, are also designed to enable the organisation to continue to work to a high standard.

Encompass case examples – Angela

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Background	<p>Person aged 40 - 60, Lives alone</p> <p>She has physical disabilities, deteriorating health, finds it difficult to make decisions</p>	<p>Liaise frequently with Care Manager and other professionals in the multidisciplinary team</p>	<p>Care service is no longer suitable: ends</p> <p>Another care service did not work out</p> <p>Decided to move to SDS Direct Payments and employ Personal Assistants</p>	<p>Anxious and upset when not getting right support</p>
Setting up stage		<p>Set up Third Party Banking arrangements to pay for care services, Personal Assistants, horse riding, respite etc</p> <p>Set up arrangements with care service that is continuing</p> <p>Find Personal Assistants who are right for this person</p> <p>Support person as an employer</p> <p>Sounding board for Personal Assistants when needed</p> <p>Set up new support service</p> <p>Regular liaison with care manager and care service, as well as with person and the Personal Assistants</p>	<p>Settling in stage of person and Personal Assistants</p> <p>Angela learning how to be an employer, where the boundaries are between friendships and employing Personal Assistants</p> <p>Another small-scale service to fill a gap in person's support</p>	<p>Angela gets support she needs</p> <p>Able to do a lot more: go on holiday, go out to shops, day trips, etc</p> <p>Seeing more of family and friends and maintaining contact with them</p> <p>Keeping up a hobby that matters a lot to her</p>

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Settling in and adapting to changes in people's circumstances		<p>Continuing regular liaison with care manager, care service, Angela and the Personal Assistants</p> <p>Renegotiating new working arrangements with main Personal Assistant</p> <p>Updating contracts etc – ensuring employment law requirements are met</p> <p>Finding arrangements for times Personal Assistant is on holiday</p> <p>Managing the care budget, paying bills including respite bookings etc</p> <p>Regularly attend multi-disciplinary team meetings with Angela</p> <p>Sorting out insurance and other arrangements when Angela got a car which the Personal Assistant will drive</p> <p>Continuing support to Angela as the employer</p> <p>Continuing support to Personal Assistant, especially when Personal Assistant is concerned about Angela's wellbeing</p> <p>Sounding board for ideas Angela has that involve spending care budget. Talking to Care Manager to confirm changes</p>	<p>Problems around some aspects such as Personal Assistants getting holidays</p> <p>One Personal Assistant leaves, Angela doesn't want a new person she doesn't know</p>	<p>Continuing social contacts</p> <p>Going to medical appointments, and Personal Assistant helps Angela say what she wants</p> <p>More activities and support from sources linked to this health condition</p> <p>Continuing social activities</p> <p>Continuing hobby which is also keeping Angela well through good physical co-ordination, maintaining strength, etc</p>

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
<p>On-going, including adapting to changes in person's circumstances</p>	<p>Angela has spells when her wellbeing is poor – need more support at these times, but also finds it more difficult to work out and decide what she needs</p>	<p>Regular liaison with care manager, care service, as well as with person and the Personal Assistants</p> <p>Care manager is sounding board for Encompass worker as person's needs and support required become more complex</p> <p>Support to person and to Personal Assistant increased at times person is unwell</p> <p>Training for Personal Assistant to keep up and develop skills around what Angela needs</p> <p>Helping Angela prepare for and contribute at reviews</p> <p>Help person think ahead to situations when they will need more support</p> <p>Managing the overall care budget</p> <p>Co-ordinating rotas etc between Personal Assistant, care provider and other sources of support, as frequent changes at some periods</p> <p>Updating banking every time care arrangements are changed, even for a short while and reviewing budget</p> <p>All aspects increase when person is unwell – arranging more support and doing more to organise and co-ordinate it</p> <p>Helping Angela to hear and deal with things she doesn't want to be happening</p> <p>Sounding board for care manager and other professionals as Angela's needs and support required become more complex</p>	<p>Details changing to adapt to Angela's changing needs</p> <p>Overall pattern is being maintained, including continuity of input from the range of people giving support</p>	<p>Range of benefits all continuing</p> <p>Lot more freedom and choice than happens for many people in these circumstances</p> <p>Angela's life feels more ordinary as she is having the same type of activities as most people</p>

Notes on Process and Impact

SDS and care arrangements:

- Direct Payment has been a very good option for this person
- Challenges are around retaining staff
- Encompass role in holding care arrangements together by dealing with all the practical aspects
- Good liaison and partnership working has kept care going and kept person at home and having choices

Impact for person:

- Much more choice and independence than would be possible under other care arrangements
- Much better quality of life
- Help with planning for the future

Impact for SWD and other services:

- Encompass role is taking pressure off care manager
- Third Party Banking is taking pressure off SWD
- Working in partnership with Encompass for the benefit of the client

Encompass case examples – Bill, Bertha and Brenda

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Background	<p>3 older people who live near each other and did not know each other</p> <p>All 3 already knew the care workers through the care agency</p>		<p>They were getting support from a large provider and liked the care workers</p> <p>Knew the care workers and that they were leaving agency to work as PAs</p> <p>People wanted to keep the same care workers, so spoke to SWD about using a Direct Payment</p>	
Setting up		<p>Setting up payroll arrangements</p> <p>Working through with the 3 people how it would work, including holidays, if the Personal Assistant was off sick, etc., plus for potential changes in their circumstances</p> <p>Finding additional PAs to give enough flexibility to meet each person's needs</p>		<p>Happy to have continuity of support from people they trusted</p> <p>Each person coping well in their own home</p> <p>Happy with care arrangements</p>

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Settling in and adapting to changes in people's circumstances	Some changes in what each person needs Family carers getting more involved, e.g. when they are the employer of the Personal Assistants for their relatives One person was in hospital and needed different support to get home	Sorting out problems when care arrangements are not working so well for one person. Time spent with people and their relatives Organised individual sessions with the 3 people, relatives and the workers to sort out rotas, holiday plans etc – helping everyone work out compromises Set up Third Party Banking, even though not paid for this, to make the arrangements feasible for one person	Knock-on impact for the others when care arrangements are not right for one person Found pattern that works for everyone	Coping well at home even as they have additional needs Relatives not having to worry about care arrangements
On going		Continuing to work with the 3 individuals and relatives and sorting out cover when the care workers are sick or taking annual leave Review arrangements as needed Explain and help people see what is feasible, and finding balance between what each person wants		Good outcomes for each person People and relatives very happy with level and quality of care

Notes on Process and Impact

SDS and care arrangements:

- More complicated than it looked at first
- Benefits of Encompass knowing Personal Assistants working in the area when they need to find extra time/days
- Helped that the people were willing to compromise in order to keep the overall arrangement working
- Would not work without full Encompass involvement

Impact for person:

- Good outcomes
- Continuity through people's changing needs
- Reassurance for family carers
- Have choice

Impact for SWD and other services:

- Knowing people are getting the support they want
- Learning how a DP can work for older people in these circumstances
- No extra work as not sorting out difficulties when one person's circumstances change.
- SWD would not have been able to offer DP to the 3 individuals without ongoing input from Encompass

Encompass case examples – Caroline

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Background	<p>Person aged 30 – 50. She lives alone but spends time with her elderly parent</p> <p>She has physical disabilities and mild learning disabilities</p> <p>Caroline had support from SW and ILF that her parent co-ordinated</p> <p>Family were looking for more support on managing finances plus looking for opportunity for parent to step back</p>		Few changes expected at this stage	Caroline not happy with some aspects of existing care, not feeling she had choices, but had not been raising this issue

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
<p>Start for Encompass: this stage took 5-6 months</p>	<p>Care arrangements are not working as well for Caroline as they should</p> <p>Caroline not used to having choices, so not sure how to work out and say what she did want</p>	<p>Put third party banking arrangements in place so current ILF care arrangements are continued</p> <p>Finding way to record and present what Caroline wants – visual rather than words as this works better for her</p> <p>Explaining SDS fully to family and Caroline so they understood all options. Worked with care manager on this</p> <p>Work with Caroline to help her think about what she does want – what support she get and when, as timing of support was a large part of the difficulty</p> <p>Developing a care plan</p> <p>Sort out ILF and DP money, as family had been topping up a shortfall between level of support agreed as needed and funds available</p> <p>Sort out long-standing difficulties around care workers' employment arrangements as ILF workers has been self-employed</p> <p>Finding more Personal Assistants when needed to replace the people who moved on</p> <p>Helping parent understand their role as an employer and staff management</p> <p>Finding balance between team of workers aiming to be helpful and sorting matters such as rotas and holiday cover between them, and Caroline being involved in the decisions</p> <p>On-going liaison with care manager</p>	<p>Some staff changes – people leaving to go on to other things</p>	<p>Getting used to having a view and to making choices</p> <p>Accepting that staff do change and it is not necessarily a negative impact</p> <p>Caroline being involved with parent in decision-making and being able to speak up</p> <p>Caroline out in the community a lot more.</p> <p>Travelling to next town on a bus (wheelchair user)</p> <p>Able to decide what she wants to eat and when, able to buy fresh food from local shops</p>

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Settling in and on-going: over 9 months now	<p>Caroline getting used to being able to make choices</p> <p>Family beginning to look ahead and plan for parent doing less</p>	<p>Help Caroline and team keep arrangements under review</p> <p>Attend team meetings</p> <p>Attend ILF and SW review meetings</p> <p>Continued support to parent as the employer</p> <p>Third party banking, payroll service and Admin and employer support</p>	<p>New arrangements – more about how things are done and some changes to when and what – e.g. a big calendar that shows which Personal Assistant is coming for each day and time</p> <p>Caroline and staff adjusting to each other in new roles</p> <p>Overall support is working well with a few changes needed</p>	<p>Caroline getting more confident, asking for changes in what staff do</p> <p>Learning to cope with change</p>

Notes on Process and Impact

SDS and care arrangements:

- Not just using Direct Payments to repeat an existing care package – taking opportunity to review it
- More support from Encompass needed at beginning because the arrangements were not right
- Less support needed once arrangements had settled – level that was initially expected
- Benefits of good relations with the Social Work team

Impact for person:

- Importance of having enough time when planning their support to work out what they want to achieve
- Avoiding difficulties for family

Impact for SWD and other services

- Extending levels of available care and support: Person lives in area where it has been hard to get Personal Assistants. Encompass using their knowledge and contacts to find workers
- Avoiding likely crisis that could have occurred when care arrangements became more strained or if parent was not able to cope

Encompass case examples – David and Dianne

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Background	<p>Person aged over 65, lives with spouse Both wheelchair-users</p> <p>David had been in hospital for lengthy period, ready for discharge and care arrangements being reassessed</p>		<p>Increase in care needed</p> <p>Had already discussed options and decided to use Direct Payments</p> <p>Wants own team of staff</p>	
Start of Encompass contact	David gets home	<p>Visit couple and work out details for care arrangements that will provide what they both want.</p> <p>Explain details of Direct Payments</p> <p>Job descriptions and advert in paper, but no response</p> <p>Looking at other contacts Encompass has for potential Personal Assistants; talking to people who could help in meantime</p> <p>Talking to a provider who had given support to the couple before as another potential source of support</p> <p>Another advert in following month did get a response: arranging interviews, planning for interviews with the couple</p> <p>Help with all employment side to appoint team that couple have chosen</p> <p>Arranging for moving and handling training for Personal Assistants once they were lined up</p> <p>Making arrangements with SWD for transfer of money once everything is approved</p> <p>Keeping couple updated and involved throughout</p>	<p>Existing arrangements continuing in meantime – good quality but no continuity in the care staff</p>	<p>Has a say in the support and part of preparing for it, but no change in practical arrangements</p> <p>Everyone pleased with team that is finally appointed; includes people who have experience of giving support and care to people in couple's circumstances</p>

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Waiting period until money is transferred over	Doing ok Wanting to move to care arrangements they have chosen - frustrating	Keep in touch with couple regularly and liaise with Care Manager Keep in touch with new staff team, even though no confirmed date for starting work Arrange for the training to go ahead and let team meet each other, feel something is moving		
Looking ahead		Ready to pick up everything once the money is cleared and transferred: payroll etc Expecting will need further recruitment to give more flexibility in Personal Assistant team On-going support to couple as needed		Once in place, will have more flexibility around doing activities they each enjoy Improved social life for both of them Easier to plan ahead

Notes on Process and Impact

SDS and care arrangements:

- Biggest difficulty was awaiting package being transferred from SWD rapid response team to the locality team
- Benefits of experienced OT in SWD liaising with couple and Encompass
- Difficulties of getting people to work as care workers in a rural area and difficulties in finding workers to cover weekends are still there

Impact for person:

- Easier for a couple/family to plan for what they need
- Control over planning and preparation is positive and helps offset frustration at delay in having choices realised

Impact for SWD and other services

- An extra source of communication with couple
- Reassurance that the care will be in place as quickly as possible once the financial arrangements are sorted

Encompass case examples – Edward

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Background	<p>Person aged 30-50 Physical disability that is deteriorating</p> <p>Has had a Direct Payment for several years</p> <p>Edward has been reluctant to have 2 staff for each visit, although assessment is that they need this</p>	<p>Encompass provides third party banking, payroll and employment support</p>	<p>Support has been set up for several years.</p> <p>Edward likes his own team of Personal Assistants for personal care, plus other Personal Assistants for social activities</p>	<p>Edward has a consistent team who are trusted</p>
Start of recent activity	<p>No change in personal circumstances</p> <p>Routine change in care team</p>	<p>Recruitment: advert in paper, setting up interviews, taking up references, setting up payroll, work arrangements and rota</p> <p>Checking in with Edward on new Personal Assistant settling down</p>	<p>One of the Personal Assistants left and Encompass started recruitment of replacement</p> <p>Settling in of new person joining Personal Assistant team</p>	
Gap identified			<p>Team meeting identified gap in care arrangements for every second weekend</p>	

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Review of support and responding to more changes in team	Edward asked for help with details of care arrangements	<p>Arrange team meeting of all the Personal Assistants to look at rotas</p> <p>Looking for cover for the weekends: staff in team not able to do it; checked with agencies; talked to contacts</p> <p>Arranged to get cover from a care provider</p> <p>Care worker started but it did not work out</p> <p>Making more temporary arrangements</p> <p>Someone identified through extended networks</p> <p>Making employment arrangements taking up references, setting up payroll, work arrangements and rota</p> <p>Redoing rotas for the new people and other employment arrangements</p>	<p>Team members adjusting to changes with care organisation worker who did not stay, temporary arrangements, and then with second new appointment</p> <p>Then another person in team left</p>	

Notes on Process and Impact

SDS and care arrangements:

- Encompass almost taking role of managing the Personal Assistant team, as something person doesn't want to do and finds difficult
- Could be using budget in more creative ways to get more social contacts and better quality of life
- Other options may be better for the person, such as Option 2: using the greater flexibility in SDS over the previous arrangements for Direct Payments
- Difficulties in getting care workers: would be worse without Encompass networks and contacts

Impact for person:

- Probably could have better outcomes through using the flexibility Direct Payments give
- Would help if person had higher expectations for self and had more people giving encouragement

Impact for SWD and other services:

- Encompass reinforcing SWD encouragement to person to use budget more creatively
- Encompass helping person get support as agreed
- Feedback to SWD on what is being spent through Third Part Banking

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Review of person's care needs		<p>Next round of recruitment – Liaise with SW and OT re assessments and reviews. SWD concerned that Edward is not getting support he needs at home and that allocated money is not being used as intended</p> <p>Confirmed more support needed</p> <p>Found a worker through extended contacts: interview, checking out, formal appointment and paperwork</p> <p>Getting new worker started</p> <p>Responding to concerns among Personal Assistants: first step is checking out with Edward</p> <p>Lot of conversations about what is needed now situation has changed</p> <p>Updating job descriptions for the Personal Assistants</p> <p>Review/team meeting to go through new JDs with everyone in the team, and writing to worker about whom there are concerns.</p> <p>Problems with Personal Assistant continuing; facilitating meetings between Edward and this Personal Assistant</p> <p>Checking legal side in case it came to dismissal and keeping Edward informed.</p> <p>Once Edward has made decision to dismiss Personal Assistant: formal letters, checking for employment law advice, ending employment</p> <p>Starting recruitment to find replacement</p> <p>Once new Personal Assistant is found, doing formal appointment, reviewing to check it is working</p> <p>Redo all the rotas.</p>	<p>One of established Personal Assistants raised concerns about input of another person in team</p>	<p>Edward in control and making decisions about their care team.</p> <p>Edward totally involved by having conversations with Encompass about future care.</p>

Encompass case examples – Frances

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Background	<p>Person aged 18 – 30 Physical disabilities Needs round clock support</p> <p>Recently moved to her own flat</p>		<p>Not happy with support from provider SW review person's needs</p> <p>Change to support from provider plus some Personal Assistants</p> <p>Borders Independent Advocacy Service helping Frances explain what she want</p> <p>Asking SWD to change to having an extended team of Personal Assistants and no Care agency involvement</p>	<p>Moved from home with parent to own flat.</p> <p>Move to flat is a big change in Frances' life</p>

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Start of increase in Encompass support	Move from parent to Frances being the employer	<p>Encompass asked to build up the staff team</p> <p>Budgeting to see what is possible</p> <p>Building relationship between Frances, BIAS and Encompass worker</p> <p>Working out shift patterns and then recruiting for this</p> <p>Recruitment: adverts etc</p> <p>Supporting Frances at interviews</p> <p>Appointing staff – formal employment law aspects</p> <p>Helping to plan and set up training for new staff</p> <p>Complication around one of staff team – checking employment law aspects</p>		<p>Challenge of being an employer – unfamiliar role, lot of responsibility</p> <p>BIAS still involved through first recruitment process</p> <p>No longer having stress from care arrangements that were not working well</p> <p>Couldn't cope without Encompass support throughout the process</p>

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Settling in	<p>Frances is now the employer</p> <p>Having more freedom from combination of own home and own staff team</p> <p>Parent having more health problems</p>	<p>Supporting Frances as an employer</p> <p>Also supporting the staff team – getting balance between what Frances wants and showing good practice in managing people, getting job fulfilment for workers (and so more likely to stay)</p> <p>Encompass team sharing suggesting on ways to make this work</p> <p>Suggestion of Frances having a team leader</p> <p>Person appointed a team leader but it did not work out, which led to Encompass getting advice on how to end employment properly and sharing this with Frances</p> <p>Recruitment for new team leader – appointed one of existing team</p> <p>Supporting Frances and team leader to get new working arrangements, get rest of team to respect agreed lines of responsibility</p> <p>Decided with Frances and team leader to get training for team leader in this role – then arranging this</p>	<p>Difficulties with a large team and person having to manage this</p> <p>Appointment of team leader which didn't work</p> <p>New team leader appointed – working well, enabling person to be in control and make main decisions but not have to worry about all the details of who works when</p>	<p>Able to do more things</p> <p>Worrying situation, trust built with Encompass to take advice and have support to end employment</p> <p>New team leader using Encompass for support in new role, in conjunction with employer – to help employer learn more about employments responsibilities</p>

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
On-going	<p>Impact of person's youth and inexperience – finding the new roles difficult, their behaviour a complicating factor at times</p> <p>Learning ways to manage this and understand the boundaries between being an employer to the Personal Assistants and being a friend</p>	<p>Helping with negotiation with SWD on how the person spends their budget</p> <p>Regular budget checks to make sure sufficient funds available</p> <p>Reminding the person what has been agreed</p> <p>On-going changes in staffing. For each staff change: formal end or change to employment contract, new rotas, recruitment, employment and formal processes including tax etc.</p> <p>Helping Frances and team leader set clear house rules for the team, so Frances has things working the way she wants</p> <p>Helping Frances and team deal with impact of times when person is away at respite care – implications for workers' pay and flexibility on when they take holidays</p> <p>Working to find balance on respecting person's choice and rights, what is fair for everyone, accountability to SWD for money and what is possible within budget.</p>	<p>Changes in staff team – (inevitable with 12 people over 2 years) – sickness, people leaving, maternity leave, and some conduct issues.</p> <p>Also staff changing their contracts to different hours. Each time this is agreed by Frances and worker, but it means recalculating holiday entitlement, revising rotas, etc.</p> <p>Average of a significant change every month</p> <p>Frances also gets respite from another service – little flexibility on when this happens</p>	<p>Having more choice and control</p> <p>Could do more with the flexibility that the support arrangements give and have a better quality of life</p> <p>Accepting change doesn't have to be a negative experience</p> <p>Has to negotiate with staff around annual leave etc</p>

Notes on Process and Impact

SDS and care arrangements:

- This is a very big care package with a lot of staff. Encompass gets paid the same for managing this as for a small care package
- Challenge of helping someone manage a budget and be an employer when they have no experience of these roles and situations
- Finding the balance between person having choice and maintaining a sustainable Personal Assistant team that gives good support in the long-term

• Would help if there was a service that gives advice to Personal Assistants

- Would also help if person took up offers of learning and support around being a good employer (declined this up to now).
- Benefit of good working relationship with social worker

Impact for person:

- This package could not have happened without Encompass support
- Continuity of support and keeping person safe

- Person has more control in their life than under any other support arrangement but more responsibility
- More freedom and independence
- Could be doing more
- Impact of few other people in person's life to give encouragement

Impact for SWD and other services:

- Avoiding crises that would require urgent action to keep person well and safe if care arrangements break down or have gaps

Encompass case examples – George and Geraldine

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Background	<p>George is aged over 65 He has dementia but otherwise in good health He is married to Geraldine</p> <p>Couple both have life experience that makes managing budgets and employment aspects comfortable for them</p> <p>Family living a distance away, worry about their parents</p>		<p>George and Geraldine have arranged to use Direct Payment and supplement the support package with their own income</p> <p>Personal Assistants are to help George get out and have company</p>	

Stage	Person's circumstances	What Encompass does	Changes in person's support	Impact for person
Start of Encompass support		<p>Finding the Personal Assistants through Encompass contacts</p> <p>Support Geraldine to work out what questions to ask and interview applicants</p> <p>Responding to family's questions and concerns about arrangements and appointments</p> <p>Helping Geraldine on the money side, such as working out what expenses Personal Assistants get when they are out with George</p> <p>Doing payroll</p> <p>Helping Geraldine handle difficulty with Personal Assistant when it arose</p>	<p>Personal Assistants settled in well</p> <p>Problem arose with one Personal Assistant – Geraldine wanted to make sure it didn't happen again but wanted to keep the person</p>	<p>George enjoying company of Personal Assistants and the activities with them</p> <p>Having a laugh, shared interests with Personal Assistants</p> <p>Benefits for Geraldine – having respite, reassured that George is happy</p> <p>Taking pressure off the family</p> <p>Geraldine's and family feedback: welcome Encompass support and being able to see things in a more objective way</p>
Change in person's circumstances	George needing a bit more support	<p>Talking over with relative on how they could raise question of couple getting more support for George</p> <p>Then talking over relative's suggestion with Geraldine, suggesting ways to use extra help that benefit both the couple</p>	Relative suggested couple need more support in mornings with getting dressed etc	<p>Benefits continuing</p> <p>Support adapting as George's needs increase</p> <p>Access to other services is easier</p> <p>Easier to plan ahead</p>

Notes on Process and Impact

SDS and care arrangements:

- Encompass can help with arrangements covered by 2 income sources as a single package
- Can help couple adjust the care as changes happen

Impact for person and family:

- Reassurance that things are being done right
- Keeping support that works Continuing to get support as circumstances change
- Easier to plan ahead

Impact for SWD and other services:

- Reassurance that arrangements are working well



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