

## **Beyond Limits**

Beyond Limits is an Organisation that has been developed to implement a 3 year project commissioned by NHS Plymouth (now NEW Devon CCG) as part of its response to the QIPP (Quality, Innovation, Productivity and Prevention) agenda. It is modelled on Partners for Inclusion in Scotland who have been providing tailor-made support to people with big reputations for over 12 years. Through a series of papers published by The Centre for Welfare Reform, and an evaluation by its Director Simon Duffy over this period, the Directors of Beyond Limits Sam Sly and Doreen Kelly (both Fellows of the Centre) and the NHS Plymouth Commissioner Gavin Thistlethwaite, will share learning, evaluate more personalised commissioning/provider processes and the impact of tailor-made services on the lives of people who have experienced long term, multiple placements and institutionalised living because their behaviours have challenged existing services.

The project is facilitating person-centred planning and implementing delivery of support to 20 people with learning disabilities and mental health needs who all originated in Plymouth but are currently in Specialist Hospitals and Assessment & Treatment Units miles away from their homes and families.

The aims of the project are to:

- Change Health commissioning in Plymouth to be person-centred
- Develop indicative health budgets
- Change the culture of provision for people who are perceived to challenge services
- Provide person-centred support through detailed planning
- To completely stop the commissioning culture of placing people out of area and in specialist services

### **Project Planning and Design**

The project is designed to develop the use of Individual Health Budgets (IHB) for people with learning disabilities and mental health needs with the outcome of truly individualised tailor-made services and the development of flexible ways to promote long term stability for people and the prevention of re-admission to Institutions of any nature including Specialist Hospitals.

As Plymouth is not a pilot site for IHB's, instead Individual Service Funds (ISF) are paid directly to Beyond Limits who with the involvement of the individual and their family will provide a flexible and responsive service to them.

### **Who we are working with**

We are now into year two of the project and have facilitated service designs for 11 people and 6 working policies and 4 people have returned home. The people we are

working with all have multiple labels including self-harm, or behaviours that harm others and property. People have:

- All have been abused
- Have moved between 6-25 Institutions each
- The majority have been through the criminal justice system
- Youngest 27 Oldest 58 years old
- First admission to an Institution aged between 14-22
- All been on MHA Section for between 5-14 years
- Been away from home for between a year and 16 years
- Many have moved to more and more secure accommodation as they have fought the system
- All families have felt loss of control, marginalised and physically unable to stay in touch
- All people have the same hopes and dreams as all of us

### **How we work**

Every person's service is designed, from scratch, with only the person in mind, and modified in the light of experience and as things change. 'Service Design' is rooted in Beyond Limits commitment to help people achieve citizenship for themselves with the support they need and it is our fundamental belief that planning should be rooted in the positives; a person's strengths, gifts, talents and skills.

The Service Design is facilitated for the Individual and the people that know and care most about them (friends, family and present supporters). We plan together and out of this time comes information about where they want to live, what it will look like, who (if anyone) they want to share their life with, what they want to do with their life (hopes and dreams and everyday things), what support they might need and who they want to support them.

From this information adverts for a team are prepared with the person and their family and they are involved in the interviews. We recruit for the person based on their hobbies, interests, personalities (types of people who have worked well with them before) and on matching people up. Teams only work with one person so the match has to work for everyone. Matching seems to foster a depth of relationship and commitment rarely found in services where staff work with lots of different people.

Many great plans are made and then fall down because they are not followed up by a detailed 'how to' bit. It is fundamentally important that once a service is designed a 'how to' plan is written. Partners for Inclusion and Beyond Limits call this a Working Policy. The Working Policy is very detailed guidance (including what to do when things aren't going well) for staff and those others providing support. It is a living document updated with the knowledge gained as the team get to know the person

well. Staff contracts are linked to the Working Policy and it is a disciplinary offence not to follow the guidance that the team has agreed is the right way to support the person.

## **Funding**

NHS Plymouth is taking a truly innovative step as a commissioner and investing for long term gain rather than the usual short term vision that so often fails. The greatest reductions on ISF's will be seen after years two and three once the person's service is bedded in.

However, each on-going ISF is always less expensive than the previous Hospital placement. Planning and pre-move transition is funded by NHS Plymouth (a one off payment clawed back through reductions from years 2 onward) and the budget is slightly higher in the first year than the on-going budget to provide a flexible fund for the settling in period.

Decisions about the budget are controlled by those nearest to the person including their family and their team.

## **One person's story**

Emma is a 28 year old woman from Plymouth who has been involved with services since a young child. She had a chaotic, traumatic childhood and went into care at the age of 14. Since that time she has lived in 25 different care settings including care homes, specialist schools, and assessment and treatment units as far away as Wales, Norfolk, and Bristol taking her 350 miles away from her family. She began to experience physical intervention as a form of managing the ways she communicated her anger at age 17 and was restrained on a regular basis until aged 26.

Emma was vulnerable and abused in her community and went through the criminal justice system when the way she communicated her distress led her to be violent and hurt herself and others. Emma was on a Section of the Mental Health Act for six years. Emma and her family were described by others as a problem.

We started to plan with Emma when she was living in Bristol, but when the Winterbourne scandal happened Emma found camera men camping outside the Hospital she was in which made her frightened so she left on her own accord to return to Plymouth. The one thing Emma wanted more than anything was to be part of her family again.

Emma has been supported by Beyond Limits now for 11 months. She has a home of her own, furnished by her which she is proud of. She has a busy life which revolves around her family. There have been some real highs and equally some lows for Emma which is what happens in life. Emma has grown in confidence and now interviews for her team. Her support is flexible and adaptive so that if she is having a hard time staff can increase support, or take her away to diffuse things. She has a

team that are committed to her. She has major health needs that are now stable and she is in control of them. She goes away regularly, and on the spur of the moment, to visit friends back in Bristol and Wales. She is well known in the hotel she stays in there. She has been to see Little Mix, JLS and Peter Andre and started ice skating lessons. Emma has just completed her CV and her next step is to get a job.

Sam Sly & Doreen Kelly

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**For body of report:**

Beyond Limits have been commissioned by NHS Plymouth (now NEW Devon CCG) to develop local personalised commissioning/provider processes and tailor-made services for people who have experienced long term, multiple placements and institutionalised living because their behaviours have challenged existing services. We are piloting this through facilitating planning for 20 people currently in out of area Specialist Assessment & Treatment Units and then providing support using Individual Health Budgets. Outcomes so far are positive with people and families feeling listened to and involved, professionals starting to engage with the process, other providers starting to make changes and people's lives being enhanced by re-engagement with their families and communities when they return back to Plymouth.