

KRACHTIG ANDERS IN BRUSSEL

HUBBIE

PERSONAL BUDGETS

Eric GEYSEN

2 steps:

1. Directly accessible support

- no procedure
- limited support: 8 points a year
- day care (0,087), residential night care (0,13), individual support (0,22), supported employment

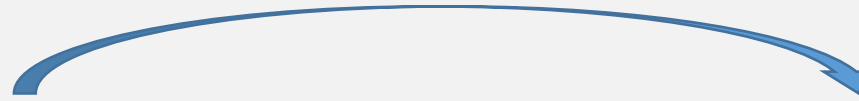
2. Personal budget

- long VAPH-procedure
- tailor-made budget
- client buys care and support:
 - within their own network
 - from individual support workers
 - from service providers

1. Support plan made by the client, a support plan service or other social services (not by a service provider)
2. Multidisciplinary report made by a service recognized by the VAPH on:
 - the disability
 - the support needs (support intensity tool)
 - the urgency
3. Decision by the Flemish Admission Committee (VAPH)
 - budget (taking in account the support needs & the amount of support needed)
 - 24 budget categories
 - priority group (waiting list):
 - Priority group 1: 18 months
 - Priority group 2: 5 to 6 years ?
 - Priority group 3: up to 15 years
4. Budget is made available for the person with a disability: assistance organizations
 - cash
 - voucher

Automatically granted groups

1. Persons in an emergency situation: who suddenly loose their social network
2. Persons diagnosed with a rapidly degenerative disease
3. Persons in a situation of severe abuse or social neglect



Subsidies for service providers

- permit from the government to provide care for X clients
- fixed & same amount of subsidy for each client
- participation in the costs by the client

Personal budgets for persons with a disability

- budget goes to the client
- budget depends on:
 - the amount of care needed
 - the intensity of the care needed
- housing & living cost payed by the client



Subsidies for service providers

permit from the government to provide care for 59 clients with a mild to moderate learning disability

- day care center: 15
- group home for non-working: 30
- inclusive living: 7
- protected living: 7

Personal budgets for persons with a disability

- no limit on the number of clients we support
- no limitation on the disability of the clients
- few frames on how we use our (support) staff
- determine the housing & living cost payed by the client

Started in 2016:

- Assess the need of care of the service users
 - level of support (B-value) & need for supervision (P-value)
 - amount of support
- Each client got his personal budget based on the assessment
- Subsidies of the service provider were divided among their clients based on the differences showed by the assessment

Years after: some adjustments

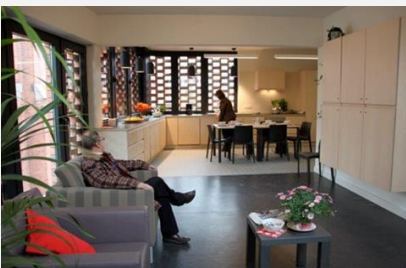
- equal budgets for equal support needs
- more budget categories

Towards social entrepreneurship:

- negotiate with the service users who become our clients: care, price
- become more flexible to meet the needs
- develop new services for new groups of people
- determine the housing- and living costs
- create more HR-opportunities
- More uncertainties: global budget, success of new projects

2020 01 01: merger with another service provider (individual support at home)

- larger and more flexible offer for the clients: more expertise
- more stable organization to deal with the financial and other impacts
- stronger position in Brussels



- Support more than 365 people with various disabilities
 - learning disabilities
 - sensorial disabilities
 - physical disabilities
 - autism
 - acquired brain injuries
 - ...
- Support people in
 - living: group homes & apartments, individual living
 - working: workshops, supported employment
 - learning: opportunities in the organization or in the community
 - leisure: organizing activities, find activities in the community



- Support people with disabilities in
 - schools
 - prison
 - welfare centers
 - ...
- Support mainstream services in adapting their services for people with disabilities and work together with them:
 - Family care services
 - Home care services
 - Universities
 - Cultural organisations
- Want to bridge the gap and promote inclusion: reach out to the neighbourhood.

*Opportunities that this transition brings:
services as social entrepreneurs*



**VLAAMS
WELZIJS
VERBOND**

Brussels / 13.01.23

Broader perspective

- Personal budget model (PBM) implemented
- Huge change for existing social enterprises
- Worst decision is not to decide; organisations have to anticipate. Change is needed.
- 2 changes at the same time by government:
 - PBM: pro-active versus conservative → entrepreneurial issue
 - Correction budgets: more versus less government funding → urgency issue
- Very different approaches and evolutions in sector
- Mindset social entrepreneurs essential

Broader perspective

- Mindset social entrepreneur:
 - Looking more consciously at the environment and the evolutions to check impact on the organisation
 - Sharp mission and vision → clear view on services to provide versus services not to provide (knowing what we stand for and what we aim for)
 - To know our strenghts and weaknesses → making challenges become opportunities
 - Taking substantiated risks when searching for new services
 - Grow mindset, not a fixed mindset
 - Flexibility, quick respons on changes
 - Employee involvement in strategic decisions... → ambassadors for the organisation
 - ...

Opportunities for the sector

In theory:

- Broader choice in target group persons with disability
- More choice in the offer of services
- More freedom in entrepreneurship?

Opportunities for the sector

In practice:

- Organisations are still searching in the new system:
 - Mixture of correction in budgets and implementation PCF
 - Existing organisations (try to) keep their existing clients → becomes strictly budgetary issue: how much do we win or lose?
 - Clients renegotiate their services in the organisation they live → solidarity issue
 - Existing sectoral boundaries are still present for organisations
 - New initiatives develop cautiously

Evolution in sector

Very diverse:

- Specialisation in target groups \leftrightarrow one stop shop
- Outsourcing \leftrightarrow insourcing
- Collaboration sectoral \leftrightarrow intersectoral
- Questions about finance, marketing, efficiency, collaboration \rightarrow training programs

Evolution in sector

- Look at mission, vision and values → sharper and transparent → compass
- Profiling: new look and feel in lots of organisations
- Cost control: new processes to increase efficiency
- Collaborations with other organisations
 - One stop shop with specialisations
 - Outsourcing support tasks (cleaning, food,...)
 - Economies of scale
 - ...
- Soft front but stricter backend
- More client focused: services on demand versus standard services

Some examples

dvcs**i**ntjozef →



Klimplant

'Heder' verwijst naar opgewekt, sereen, helder en transparant.

Hedera is de verzamelnaam van klimplanten.

Een klimplant heeft enig houvast nodig om te groeien en dat is wat we doen bij Heder: houvast geven. De plant kiest zelf hoe, waarheen, wanneer en of hij groeit. De keuze ligt bij de cliënt zelf en zijn context.

Wij geloven dat ieder mens de kans verdient samen met en door anderen zijn eigen weg te gaan. Onze zorg en houvast maken we waar door expertise en zachtmoedigheid.

"De plant kiest zelf hoe, waarheen, wanneer en of hij groeit."

Some examples



DE MAANWANDELAARS vzw

Welkom bij De Maanwandelaars, de nieuwe naam van Katrinahome.

Een unieke naam en een nieuw logo laten zien dat we ons verbinden met jouw verhaal. Wie jij vandaag bent, met je talenten en beperkingen. Wie je wil worden en welke weg je kiest. Als gebruiker, medewerker, vrijwilliger of sponsor.

WE ONDERSTEUNEN JE TOT WE SAMEN
WANDELEN OP DE MAAN



Networking - collaboration



"STERKE ANTWOORDEN STARTEN BIJ TREDE, JOUW ZORGPARTNER IN DE REGIO"

"tRede is uw **R**egionale zorgpartner in (Oost)Vlaams-Brabant.
Door onze **E**rvaring en **K**waliteit te bundelen geven we een **STERK** antwoord op alle vragen van personen met een handicap.

Ons **T**otaal aanbod is een unieke meerwaarde. Deze 12 zorgaanbieders maken dit **S**amen waar met jou."



In conclusion

- Due to PCF the service providers are confronted with a new reality and forced to change
- Flexibility and urgency to change are very divers in the sector
- Mix of introduction PCF and correction budgets blurred the transition
- Opportunities are found step by step...
entrepreneurial mindset essential





**VLAAMS
WELZIJS
VERBOND**

Challenges that service providers encounter and possible recommendations towards public authorities.

7 December 2022

bart.sabbe@dominiek-savio.be

dominiek-savio.be



The limitations on/the insufficient financial resources ('closed budget system') the government has to assign/allocate personal budgets to people with disabilities, disturb the 'market' within which the service providers want to develop their services and causes frustration.

With the implementation of the personal budget system the policy makers/government didn't introduce the (subjective) right/guarantee for a personal budget.

- The government must determine every year how much budget they have to assign personal budgets :
 - How much budget may become available because of people who end their personal budget. (e.g. because of death).
 - How much extra-budget/financial investment is provided by the policy makers (a decision by the policy makers).
 - How much budget is necessary is for the people who gets automatically a personal budget (e.g. emergency situation/crisis).
 - How much budget is left for the people who are waiting in a priority group (a kind of 'waiting group').
- Consequence : when you get an approval for a personal budget, you don't get your budget immediate but you have to wait until there are enough financial resources/budgets. And you don't know how long you will have to wait (a lack of concrete perspective). This create a lot of frustration about the system.

Some figures (2021) :

- 27.266 persons have a personal budget.
- There are 15.957 person who are waiting and are divided in a priority group :
 - Priority group 1 (very urgent) : 328 – 01/01/2021
 - Priority group 2 (urgent) : 5.034 – 01/10/2016
 - Priority group 2 (not urgent) : 10.595 – 16/01/2002.
- 3798 persons got a budget in 2021.
 - 1583 persons automatic allocation group.
 - 2.215 persons from a priority group (mostly PG 1)
- 3.097 new persons submit a service plan to get a personal budget.

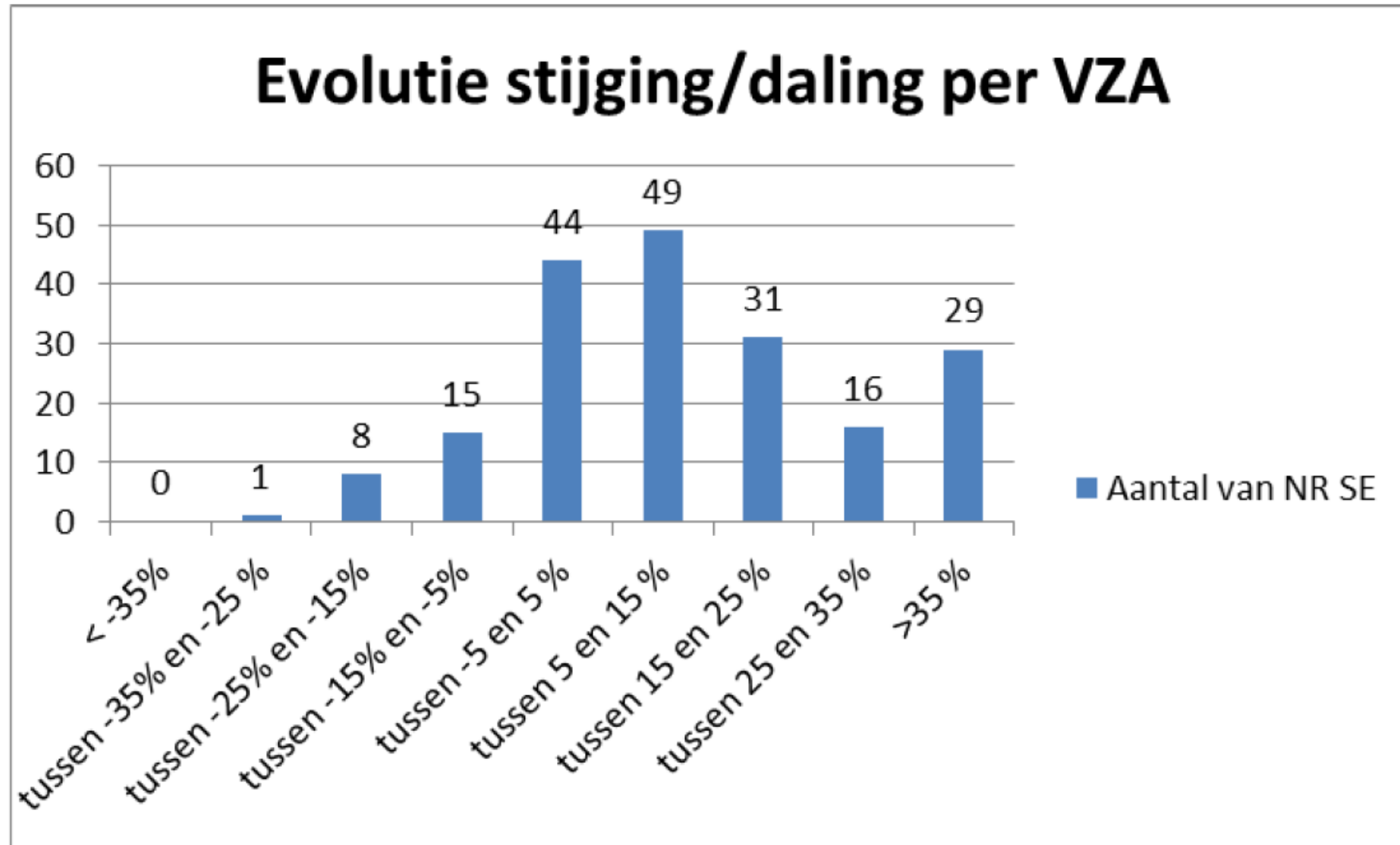
This creates also a context of financial uncertainty for the service providers and means a obstacle for future investments.

- **Financial uncertainty** : the financial resources for the service provider is depending of the number of contracts you have with your clients. When a client end his contract, you lost the financial means linked with this contract. Because of the waiting lists you are not sure when you will get a new client with a budget; or you know a client who is waiting for your support, but he has no appropriate budget. But you have to pay your staff.
- Or a client does need more support, but he can get it form the service provider because the budget is not adapted.
- And this creates frustration. You cannot do your core business : support/helping people with disability.
- This increases also the 'competition' between service providers. Some service providers are tempted to support people with disabilities (and budget) for which they don't have the necessary competence/experience/expertise.
-

Tabel 1: Overzicht met totaal aantal gebruikers bij vergunde zorgaanbieders

jaar	totaal aantal personen op 31 december in een vza	totaal aantal zorggebonden punten voor het jaar	Totaal aantal personen met een PVB op 31 december
2016	21 628	837 224	21628
2018	24 007	868 223	24 677
2019	24 634	900 376	25 299
2020	24 217	912 962	25 399
2021	24 090	938 531	27 266


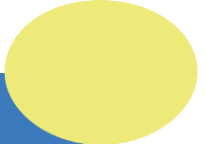
Tabel 2: aantal VZA per categorie daling/stijging in zorggebonden punten tussen 2016 en 2020



A obstacle for future investments.

- For some support (e.g. daycentre, living or home groups....) you need to invest in suitable and adapted infrastructure/buildings.
- E.g. clients of your daycentre wants to live in a group home.
- This is a large investment but you are not sure at the end you will have enough clients with a budget to make it profitable. There is a high investment/financial risk.
- Service providers investigate therefor other possibilities :
 - Cooperating with other organisations or private investors.
 - Increasing the organisational scale (e.g. fusion of organisations).
 - Cooperating with organisations of social home accommodation.

- **The policy makers/government has to define/ delineate very clearly who are eligible for a personal budget**
- **And guarantee the budget in a acceptable time period. The perspective of getting a budget must be clear.**
- Recently the government has done this for the persons in priority group 1. A person with a very urgent question is warranted a personal budget in a period of 18 months.
- But this means for the government a strong increase of the financial resources to allocate personal budgets.
- The risk is that the government will reduce the high of the personal budget to finance this.
- E.g. Presently the government started a 'experiment' in which they give to persons in priority group 2 50 % of their budget. They want to investigate if those people will succeed in creating an acceptable solution for their situation.
- Is this realizable for the service providers ??? Or will there be other 'players' in the field who are cheaper ??? And what about the quality ?



The implementation of the personal budget system has an impact on the relationship between the person with disability/familial network and the service provider.

The service provider has not only to negotiate about the quality of support a client wants, but has also to negotiate about the prize he asks for the support.

The assumption is that this will lead to more demand-driven support. However.....

- The system of personal budget is rather a complex system and it requires some skills of the people with disabilities or his familial network (e.g. knowledge about the system). Not everyone has those skills and this creates an inequality. Some people are strong enough to negotiate with a service provider. But other persons haven't enough comprehension about the system and find it frustrating. And this creates mistrust to the service provider.
- Some clients doesn't have a realistic notion of who much support they can get with their budget. This requires insight in het system, but it is complex.... (e.g. how many days a week can I life in a group home with a budget of 35.000 euro a year ?).

- Some service providers has difficulties in creating transparency to the client in the way they determine their prize for their services. This reinforce the mistrust to the service providers because it is difficult to judge of this prize is just, righteous. And there is a lot of difference in the way service provides calculate their prizes. So it is difficult for the client to compare. And depending of the speciality of your needs (which requires some expertise) you don't have always a choice between serviced providers.
- Person-centred systems has the risk to create 'new vulnerable persons' : persons who become vulnerable because the system itself. We can also call it 'delay care' : because of the complexity of the system they don't get their support they need.
- **The government has to seize every opportunity to reduce the complexity of the system. They has also to invest further in information initiatives to increase the knowledge about the system. They must facilitate that people with disabilities appeal to 'assistant organisations' who support people in handling their budget.**

The service providers prefer to work with a voucher instead of working with cash budgets because of more financial security. There is a hesitation to work with cash budgets.

But.....

- We see a significant shift in the way new budget holders spend their budget.
- About 30 % choose for a cash budget (and not for the voucher system).
- And only 1 of the 10 persons who choose for a cash budget appeal to a service provider for his support.
- Mostly of the persons who choose for a cash budget , choose for working with own personal assistants.
- It is a challenge for service providers to release their hesitation for cash budgets and to invest more in home supporting initiatives.
- **But the government has to give a more clear framework to what a cash budget can be spend.**
- e.g. salary conditions for a personal assistant versus salary scales that a service provider must apply.

Last but not least.....

- You can only use a personal budget for paying the support and care you need.
- The client has to pay his home and living costs from his own income.
- The service provider is free to determine the home and livings costs he will charge to his clients. The main principle for the service provider is that it must be self sufficient/it must cover the cost price.
- But the income of the person with disability is not much higher than the poverty level/line.
- E.g. for a single person : poverty line = 1.293 euro/month – income of a single person with disability 1.184 euro + integration contribution as a result of because of seriousness of gravity of the disability between 124 eur and 1076 euro/month.
- Recent investigation learns that 30 % of the people with disabilities says that the cannot pay their home and living costs.
- **The government has to improve the financial position/income for people with disabilities if they want that they can fully participate in the society like every other citizen and that the support and care will be affordable. It must also improve other possibilities like transport options or mobility.**



groep
gids

Dominiek Savio vzw
Koolskampstraat 24
8830 Hooglede-Gits
051 230 611
dominiek-savio.be
info@dominiek-savio.be

groep
gids

Social services as social entrepreneurs through a personal budgets model

Service Delivery Tool

UNIC Toolbox

- The UNIC Toolbox is a set of three tools developed as part of the UNIC project to support Public Authorities to design, implement and monitor a personal budgets funding system to improve Long Term Care and Support.
- There are three tools, designed to help different stakeholders in developing, reforming or implementing Person Budgets funding models for Long Term Care and Support.

UNIC Toolbox

- The three tools are:
- The Quality Monitoring Tools, which is addressed to persons with long term care and support who receive a personal budget
- The Service Delivery Tool, which is for the staff of the support services and helps them to improve the way their services are designed and provided to persons with a personal budget
- The Compliance Assurance Tool, which is addressed to the staff of Public Authorities and helps them to design, develop and monitor a personal budget in their region or country.

What is the Service Delivery Tool?

- A questionnaire designed for management of service providers
- Asks questions around personal budgets and person centred services
- Is based on the principles of the UN CRPD
- In addition to the questions, the tool provides advice on personal budgets and person centred services

Goals of the Service Delivery Tool

- The Service Delivery Tool is intended as a reflective exercise for the management of service providers
- In answering the questions, service providers should more clearly see the strengths and weaknesses of their organisation
- This self-reflection, combined with the advice in the tool, should help service providers to spot areas for improvement and develop actions plans
- The ultimate goal is to promote personal budgets and person centred services to service providers

How Was the Tool Developed?

- The Service Delivery Tool was developed by the Disability Federation of Ireland, with the support of EASPD, VAPH, and the other consortium members
- In addition to the feedback of the consortium, the feedback of our advisory board was sought
- The tool was also put through a workshop at the beginning of the pilot, and refined further after this
- It is the result of input from service providers, people with disabilities, and other stakeholders

How Will the Tool Be Used?

- The tool will be used by service providers who are interested in improving their person-centred services and use of personal budgets
- The tool helps an organisation identify their strong and weak points, and provides advice on how to improve in areas where the organisation is weak
- From this advice and knowledge, the organisation can develop a work plan to improve their services

The ICT Environment

- The tool will be online, for the staff of organisations to take
- Everyone's results will be private, but they will receive a copy of their answers they can share
- As the tool is used, organisations will also be able to see how their answers compare to others who have answered the questions in the tool
- You can view the ICT environment here:
<https://toolbox.unicproject.eu/>

SDT – Sample 1

- Freedom of Choice to Use Personal Budgets
- Service users are free to use their personal budget within our organisation in on any services or supports they want
- Our organisation is able to give service users freedom to spend their personal budget
- Our organisation provides service users freedom to spend their personal budget
- Our organisation does support service users to use their personal budget on services outside of our organisation

(Unless otherwise noted, the 1-5 scale is: 1 – Not at all; 2 – Not very; 3- Somewhat; 4 – Very; 5 – Extremely.
All questions should also have a “Not Applicable” option)

SDT – Sample 2

Communicating Opinions

- Our organisation helps people to communicate their ideas and opinions
- Our organisation creates spaces where service users feel safe and supported in sharing their opinions, including their opinions on the services we provide
- There is a process in our organisation to help service users feel safe in sharing their opinions
- If a service user expressed a negative opinion about staff or the services they receive, this would not result in retaliation against the service user