



INTEGRATION JOINT BOARD

Appendix 2: Progress so far against the elements of a strategic commissioning approach

PLAN

The ACHSCP refreshed Strategic Plan was approved in March 2019. Work has also commenced to develop Grampian-wide strategies for the acute-based services which IJBs have strategic planning delegated for. Mental Health & Learning Disability, Older People and Palliative care have all progressed and are at consultation stage.

REVIEW

A Strategic Implementation Dashboard (SID) was also developed which captured these commitments, targets and measures and these have been allocated to each of the five Strategic Aims within the Strategic Plan giving a delivery dashboard for each. Performance against the aims is reported to both the Audit and Performance Systems and Clinical and Care Governance Committees throughout the year, with the IJB receiving reports on the National and MSG Indicators.

ANALYSE

Work is under way to more closely align our performance and risk frameworks and to ensure that all future commissioning is based on a sound understanding of the data that evidences the commissioning need.

PROCUREMENT

The IJB does not procure directly but provide directions to NHS or ACC, at which time they follow their procurement process. The discipline of issuing a direction which provides the instruction to either NHS or ACC to procure is well established.



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ROLES AND RESPONSIBILITIES

The Leadership Team objectives have been based on the targets and measures within SID and performance is monitored on a quarterly basis by the Chief Officer and Chief Finance Officer. The Lead Commissioner has 12 commissioning-specific objectives. Although each objective has a Lead Officer, work has been undertaken to identify the linkages between the objectives to map out what activity is contributing to the delivery of each. This could include activity that is also contributing to the delivery of one of our partner plans.

Next Steps in the sequencing of the adoption of a strategic commissioning approach by the IJB

ANALYSE

We will complete the data compilation required to undertake the Market Position Statement.

PLAN

ACHSCP will progress with the development of a Strategic Commissioning Board. Work will be undertaken to further define the terms of reference for this board, but the underlying principles and broad function of this board will be to ensure that there are necessary leadership and governance arrangements in place – both to ensure consistency and transparency of decision-making, and to ensure that the principled commissioning approach described within the Strategic Plan are being adhered to.

The Board will also oversee progress with the implementation of the Strategic Commissioning Plan. The membership of the Board will have sufficient knowledge, experience and authority to advise and mitigate against any risks to progress. The membership of the Board also needs to reflect the principles of joint strategic commissioning and will include partners from the statutory, third and independent sectors and public representation. The Board will oversee the adherence to a shift towards system-wide strategic commissioning

It is essential that this Board membership reflects the system in which we operate, Acute-based services for which the IJB has delegated strategic planning; third and independent sector engagement is fundamental to progressing this.



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The three-year commissioning plan which is being submitted to IJB in November will provide the direction of travel of review and redesign of delivery.

In addition, the current Grampian-wide strategic plans out for consultation, (MH&LD, Older people & palliative care) will be the areas on which we will focus on this commissioning approach.

The following framework will facilitate this process:

Principle	Requirement	Evidence
Undertaken for outcomes	That the commissioning activity is based upon the achievement of outcomes for people rather than for services	Links between the needs assessment (now and future), public opinion and consultation, and the expected outcome that the commissioning activity will achieve
Based upon evidence and insight	That the commissioning activity reflects best practice, public opinion, local knowledge, and that there is a golden thread to strategy	Best practice examples, public consultation, local knowledge of market
Consideration of sustainability	Plans are in place from the start of the commissioning process which ensures as far as is reasonably possible that the commissioning activity takes into consideration the financial and workforce sustainability, for the duration of the commissioning arrangements	Market knowledge, financial forecast
A system-wide approach	Commissioners have identified different parts of	Identification of the different parts of the system involved



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	the system that have a part to play / will be impacted upon by the proposed commissioning activity	and evidence of a joint commissioning approach
Enabling prevention through early intervention	Commissioned services make a definite shift towards early intervention and prevention	Evidence of the intended consequence of the commissioning activity
Balances innovation and risk	An innovative approach is adopted at every opportunity; it is important that any risks in doing so have been identified and control measures are in place	Commissioning plans will include new ways of working, including technological solutions; any risk implications are identified and a risk plan with control measures is available
Based upon sound methodology and appraisal of options	Transparent decision-making processes are in place	The use of an options appraisal to arrive at decisions
Co-designed and co-produced with partners and members of the public	Co-design, co-production and consultation is at the heart of any commissioning activity	Evidence of co-design, co-production and consultation
Performance monitoring	An identified means and mechanism of how this commissioning activity will be monitored	Links to performance dashboard, outline service specification

DO

A Market Position Statement (MPS) will be produced as a succinct and confident analysis of the local market across the whole system within the ACHSCP. It will provide an analysis of current and anticipated projections of need. It will include and highlight particular areas of demand now and in the future and will clarify our commissioning intentions.

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The MPS requires good information, succinct analysis and a willingness to engage with many different stakeholders in a way which promotes a genuine and meaningful dialogue. It has an essential role in securing the types of services needed in the future to deliver services to meet the needs of the local population.

We plan to work through the Oxford Brookes toolkit with a range of stakeholders to develop our MPS and will seek support from both ACC and NHSG in collecting, collating and analysis of the required data.

REVIEW

The impact of this approach will be reviewed through monitoring of the progress of outcomes within the IJB Strategic Plan.

PROCUREMENT

The IJB procures through providing direction to NHSG and ACC; this process is planned for internal audit and any recommendations will be implemented accordingly.

A self-assessment was completed based on the recommendation of the MSG report on the progress of integration; this self-evaluation and an action plan to progress was approved by the IJB in March 2019. We will continue to progress with the specific actions which are impacted through a joint commissioning process.

ROLES AND RESPONSIBILITIES

The Lead Commissioner will have responsibility for delivering on the following which will deliver on the action plan following the MSG self-evaluation:

- Providers and Partners Network (PPN) to develop agreed actions on how best to promote and sustain good relationships across all sectors, organisations and staff roles
- PPN to evaluate cross-sector relationships and impacts
- the Commissioning Lead will submit a report to the IJB on a jointly developed commissioning approach which includes an outcome performance framework



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- the Commissioning Lead will submit a report to the IJB in August on a jointly developed approach to market facilitation
- the Commissioning Lead will submit a three-year commissioning plan to the IJB in November of this year.

The Strategic Commissioning Board will have a key role and responsibility to facilitate the change in approach. The adoption of a commissioning approach by the IJB to planning the design and delivery of acute services represents a significant change and it will be essential that the IJB adopts this approach in partnership with the Acute sector. Therefore, much consideration will be given to the membership of the proposed Strategic Commissioning Board to ensure the appropriate involvement of the Acute sector and advice will be sought from all the relevant Acute clinical and professional leads and structures to ensure the full engagement of Acute services in the development of the approach.

WORKFORCE DEVELOPMENT

The development of skills required for this joint approach is required.

We will work with both ACC and NHSG to align key staff within established and planned training programmes relevant to commissioning and procurement.

In addition we will seek to source the opportunity to not only develop our staff but the members of the Strategic Commissioning Board; a skills analysis will be undertaken and a development plan for this Board will be put in place to ensure we have the appropriate level of skills, knowledge and aspirations which are required.



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STRATEGIC COMMISSIONING – KEY MILESTONES

Milestone	Approximate Date
Strategic commissioning approach approved	September 2019
Strategic commissioning board established	September 2019
Three-year strategic commissioning plan developed and approved	November 2019
Skills analysis and development plan for the strategic commissioning board members	January 2020
Milestone progress report delivered to the IJB	February 2020
Market position statement developed, and approved	October 2020



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Draft Terms of Reference

Strategic Commissioning Board

1. GENERAL

These terms of reference set out the membership, remit responsibilities and reporting arrangements of the Aberdeen City Health and Social Care Partnership (ACHSCP) Strategic Commissioning Board.

2. PURPOSE

The purpose of the Board is to:

- oversee the implementation of the Strategic Commissioning Plan
- ensure that there are the necessary governance arrangements in place for the implementation of the plan; this will include robust and transparent decision-making processes on commissioning and de-commissioning decisions
- ensure that any commissioning and de-commissioning decisions follow the framework advocated within the strategic commissioning approach.

3. RESPONSIBILITIES OF GROUP MEMBERS

- provide leadership
- make objective decisions
- consider the whole system in the context of strategic commissioning
- ensure governance processes are observed
- ensure best value is achieved with regard to strategic commissioning decisions.

4. OUTPUTS

- a ction note
- r ecommendations for onward progression to the Executive Programme Board



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- Strategic Commissioning Report – annual
- Strategic commissioning three-year plan

5. MEMBERSHIP

- Lead Commissioner ACHSCP
- Chief Finance Officer ACHSCP
- Lead Social Worker ACHSCP
- Lead for Mental Health and Learning disability ACHSCP
- NHS Grampian Health Intelligence
- Head of Commercial and Procurement Services ACC or depute
- Scottish Care representative
- ACVO representative
- NHS Grampian acute services (ARI)
- NHS Grampian MHLD services
- Public representative
- NHS Grampian Procurement representative

6. ATTENDANCE

Full attendance would be required for core group members either by the nominated person or a delegate. Other attendees will attend by invitation only.

7. FREQUENCY OF MEETINGS

The group will meet bi-monthly.

8. REPORTING

The group will report in to the ACHSCP Executive Programme Board

9. CONFIDENTIALITY



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All discussion at the working group meeting will be treated in strictest confidence. The group will agree key messages which will be shared as appropriate.

10. REPORTING ARRANGEMENTS

