



INTEGRATION JOINT BOARD

Date of Meeting	9 June 2020
Report Title	Grant to Independent Sector Organisation
Report Number	HSCP.20.002
Lead Officer	Sandra MacLeod, Chief Officer
Report Author Details	Name: Anne McKenzie Job Title: Lead Commissioner Email Address: anne.mckenzie@nhs.net Phone Number: 07977519136
Consultation Checklist Completed	Yes
Directions Required	Yes
Appendices	A. Direction to Aberdeen City Council

1. Purpose of the Report

- 1.1. The purpose of this report is to advise the Board of the commissioning intent for the independent sector organisation – Scottish Care - over the next three years, and to assure the Board that this intent is aligned to Aberdeen City Health and Social Care Partnership (ACHSCP) strategic aims.



INTEGRATION JOINT BOARD

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board (IJB)
- a) approve the expenditure of up to £394,371 (over a total of three years) to provide grant funding to the independent sector organisation.
 - b) makes the direction as attached at appendix A and instructs the Chief Officer to issue a direction to ACC to procure the service provided by Scottish Care.
 - c) notes the key focus of attention expected by the independent sector organisation during this time, and the opportunities that this offers to the AHSCP strategic aims, and transformational activity.

3. Summary of Key Information

- 3.1. The Aberdeen City IJB agreed in March 2017 to fund Scottish Care to act at the interface between the ACHSCP and independent sector providers of social care in Aberdeen City. The total value agreed amounted to £423,498. The term of this arrangement finishes on the 31st July 2020
- 3.2. The major role of the independent sector organisation within the business case submitted in 2017, was:
- to ensure active participation and leadership from the independent sector providers in developing and delivering care
 - to contribute to reshaping market provision
 - to ensure broad input from the independent sector in Aberdeen city in developing and testing new models of integrated care and support
 - to make use of local assets within the independent sector
 - to develop an effective relationship with the third sector
- 3.3 The independent sector organisation has delivered on the broad aims of the business case since this time. Working in partnership with the third sector, they continue to support market facilitation opportunities, and actively represent the independent sector during discussion and planning with the ACHSCP.



INTEGRATION JOINT BOARD

- 3.4** In September 2019, the Chief Officer presented a report to the IJB advising on the future delivery of Health and Social Care in Aberdeen, for the period of the current strategic plan. In the report, the Chief Officer outlined the need for accelerated pace of change, and the size of the challenge of true transformational change.
- 3.5** In September, the IJB also approved the Joint Strategic Commissioning approach, delivered by the lead commissioner. Strategic Commissioning is regarded to be a key component in delivering transforming the delivery of services. This requires a system wide approach, shifting demand from negative to value demand, and focussing on early intervention and prevention.
- 3.6** Market sustainability and the risk of market failure within the independent sector features within the IJB strategic risk register and remains at a high-risk level with a low tolerance of this risk. Risks to the sustainability of the independent sector are of particular concern currently, and the current pandemic focusses all of our attention on the vital role that providers of social care play within our integrated health and care system
- 3.7** All of the above suggest that continued partnership arrangements with the independent sector are of significant importance for the foreseeable future. Securing sufficient capacity is necessary to ensure delivery of the pace of transformation.
- 3.8** The local independent sector partners for integration team has submitted a business proposal for consideration by the lead commissioner. The proposal aligns future activity to the five workstreams outlined within the Chief Officer's report.
- 3.9** The commissioning intentions for the next 3 years are as follows:
- Working collaboratively with the ACHSCP to deliver upon the outcomes of the Care at Home contract
 - Ensuring that providers of social care are clearly aligned to localities
 - Ensuring that providers of social care have the technological capacity to embrace new ways of working
 - Working collaboratively with the ACHSCP to ensure that there is a sustainable social care workforce



INTEGRATION JOINT BOARD

- Contribute to the publication of a market position statement
These themes are further developed as follows:
 - Programme 1 – Demand Management. Focussing on working with care at home providers to ensure delivery against the key outcomes laid out in the revised contract, ensuring an enabling and asset-based approach to care provision which ensures that individual outcomes are met. For care homes, working in partnership to better understand demand for unscheduled care services and working closely with professional and operational teams to ensure that care needs are met by a suitably trained and sustainable workforce.
 - Programme 2 – Early Intervention and Prevention. There are themes of early intervention and prevention which span both programme 1 and 2. Of particular relevance to this programme is encouraging providers to engage with locality activity – using an asset based approach for the delivery of care at home and exploring the opportunity for care homes to become an integrated part of local communities providing for example support for carers and addressing isolation.
 - Programme 3 – Digital and data. The provision of care and support through appropriate use of technology underpins the ambition for the care at home and supported living arrangements for the future. Equally connectivity between care homes and for residents within care homes is being put to the ultimate test as we continue to provide services throughout the pandemic. Further work is required to explore barriers to implementation of digital delivery, whether this be due to connectivity, access to hardware or necessary skills and confidence amongst providers and service users
 - Programme 4 – Conditions for change – the independent sector organisation will prioritise workforce related concerns through established support mechanisms. It is also essential that the organisation works in partnership with professional leaders to ensure a robust, vibrant and fit for purpose workforce within the independent care sector.



INTEGRATION JOINT BOARD

- Programme 5 – Infrastructure. The purpose of the delivery of a market position statement is to send a clear signal of intent from the partnership to the third and independent sector – both in terms of the people and infrastructure required to meet future demands. Developing and stabilising the market required to meet these demands is of paramount importance as is close partnership working between ACHSCP and the independent sector care provider organisations. Of equal importance is the work that the independent sector organisation will do to support the redesign of services including the potential for decommissioning.

- 3.10** It is therefore proposed that further investment is made in Scottish Care, for a further three-year period. Taking into consideration the financial pressures anticipated in the future, the IJB is requested to agree the following:

Funding over a 3-year period:

Year 1 - £149,383

Year 2 - £131,457

Year 3 - £113,531

Total value: £394,371

It is acknowledged that this presents a reduction in the monetary contribution made by the ACHSCP over the three-year period. It is anticipated that over this period of time, with market facilitation and continued improved working relationships, the interface between the ACHSCP and independent sector organisations will naturally strengthen. There is, however, an opportunity through the formal annual review to consider progress with this change. The annual review will be presented at the ACHSCP Strategic Commissioning Board, and any further recommendations will be made from this Board, to the Executive Programme Board, and ultimately the IJB if required.

- 3.11** Given the pace and scale of change, there will be a formal annual review of service delivered by Scottish Care, which will entail a review of progress against key milestones and the means by which this will be delivered over the coming year.

4. Implications for IJB



INTEGRATION JOINT BOARD

- 4.1 Equalities** - All contract award decisions are made taking equality factors into account. There are no specific equality implications with this report.
- 4.2 Fairer Scotland** – There are no direct implications for our Fairer Scotland Duty as a result of the recommendation in this report.
- 4.3 Financial** - Expenditure is within identified current budgets. There are no specific financial implications arising from this report, other than the ongoing grant which can be funded from within current budgets.
- 4.4 Workforce** - There are no specific workforce implications arising from this report.
- 4.5 Legal** - There are no specific legal implications arising from this report. All legal requirements in terms of procurement legislation will be met.
- 4.6 Other** – Nil

5. Links to ACHSCP Strategic Plan

This report links to all aims within the strategic plan and is clearly aligned to the Chief Officers report, and future transformational change

6. Management of Risk

6.1. Link to risks on strategic or operational risk register:



This option links directly to strategic risk 1 – market sustainability

6.2. How might the content of this report impact or mitigate these risks:

By strengthening the partnership working between Scottish Care and the ACHSCP, and by aligning this relationship around the key deliverables it is anticipated that the market will prioritise its activity appropriately and be strengthened through this alignment.



INTEGRATION JOINT BOARD

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)