



INTEGRATION JOINT BOARD

Date of Meeting	6 July 2021
Report Title	Market Facilitation Update
Report Number	HSCP.21.076
Lead Officer	Sandra MacLeod, Chief Officer
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	No

1. Purpose of the Report

- 1.1. The purpose of this report is to provide an update to the Integration Joint Board (IJB) with regards to market facilitation activity during the previous 12 months.
- 1.2. A recommendation in the Strategic Commissioning (HSCP.19.043) report to 3 September 2019 IJB requested the Chief Officer to deliver a progress report to the IJB against key milestones identified in that report in March 2020. IJB on 23 March 2020 agreed to delay the reporting back due to the volume of work connected to the emerging/ongoing Covid-19 situation and the impact on intended reporting.

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board (IJB) notes the content of this report.

3. Summary of Key Information



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- 3.1. Market facilitation is defined by the Coalition of Care Providers in Scotland as, “Market facilitation means commissioners working closely with providers, supported people, carers and their internal colleagues (procurement, legal and financial) to encourage the flourishing of a sustainable, effective range of providers and types of support in an area.” It also describes a required shift in relationship from “monopsony” where there is a single purchase controlling the price and specification for a multitude of providers.
- 3.2. The Independent Review of Adult Social Care in Scotland (Feeley Report), commissioned by the Scottish Government and the review committee chaired by Mr Derek Feeley, also makes recommendations for future commissioning purpose and relationships with commissioners and providers working together for the common good and stewardship of public money, using a more collaborative, participative and ethical commissioning process. Feeley also suggests in the report that “we would like to see the split between commissioners and providers narrowed so that we can get the expertise of both, foster innovation, and engage people with lived experience more productively. In return for a seat at the commissioning table, we expect providers to be accountable for new standards of accountability, quality, staff wellbeing and transparency”.
- 3.3. Please refer to report HSCP.21.052 on this agenda for the full Feeley Report.
- 3.4. Our current market engagement plan has been significantly exercised over the past 12-15 months as both Aberdeen City Health & Social Care Partnership (ACHSCP) and provider have had to navigate the complexities of delivering care and support to thousands of people during a pandemic. Never has risk been so felt so acutely by both and never have both managed that risk in such a joined up way. The following narrative offers some examples of the means with which we have responded to the need for market facilitation over this time.
- 3.5. Our ambition to procure services, designed to offer the best opportunity to help people realise their outcomes has continued over this past year, and commissioning activity has seen us secure new arrangements for the provision of:



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- Care at Home
- Day Care / Day Opportunities
- Carers support services.

The procurement of a joint sensory service is currently underway. The relationship between ACHSCP and providers has been collaborative throughout the redesign and implementation of the new arrangements.

- 3.6.** COVID 19 posed a potential threat to the sustainability of the provision of social care across Aberdeen City either due to the level of sickness across the workforce or due to a lack of available infrastructure to meet additional needs to comply with infection, prevention and control procedures. Social care providers supported by ACHSCP teams and ACVO and Scottish Care have managed to remain resilient despite the difficulties, and a level of service has been maintained throughout.
- 3.7.** One aspect that has supported this resilience and allowed for relationships to deepen at an operational level has been the provider huddles. These huddles offer providers of both residential and non-residential sectors to join together, to share common issues, problem solve and offer peer support. Initially through daily meetings, providers now have this opportunity to continue to meet on a weekly basis.
- 3.8.** Providers also report that they have felt supported over this past year at an operational level, despite an increased requirement for assurance, especially regarding infection, prevention and control practice. Whilst some providers have experienced difficulty at different times with providing this assurance, matters have been dealt with fairly and in a supportive manner.
- 3.9.** In December 2020, ACHSCP launched its “Stay Well Stay Connected” market position statement – produced collaboratively with providers. This was considered as a first step towards a market position statement and commissioning plan aligned with our new Strategic Plan due in March 2022.

https://www.aberdeencityhsc.scot/globalassets/achscp-market-position-report-2020_final.pdf



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- 3.10.** We are constantly learning about market facilitation and trying to build on our experience. In March 2021, we held a market engagement event to discuss our plans for procuring residential respite and interim bed capacity. We listened to the feedback from providers and amended our plans based on their feedback. We also heard of some of the challenges that they face as they admit people into their facilities – often without much time for planning and have committed to working with them to improve the situation.
- 3.11.** Whilst many of these developments have impacted upon our relationship with providers at an operational level, we have identified a gap at a strategic level. Our plan is to see whether there is an appetite to develop a relationship at a strategic level, aimed at Chief Executive, Business Owner, or Managing Director level. We hope to start to have this conversation in June 2021.
- 3.12.** We feel that development of relationships at a strategic level is particularly relevant with the advent of a National Care Service, and as we embark upon the next iteration of our strategic plan and associated commissioning plan and market position statement.
- 3.13.** The impact of our improved market facilitation will be reflected in our approach to commissioning and annual procurement workplans to committee.

4. Implications for IJB

- 4.1. Equalities, Fairer Scotland Duty, and Health Inequality** - There are no specific equality or health implications from this report. Nor is there any direct implication for our Fairer Scotland Duty.
- 4.2. Financial** - There are no specific financial implications arising from this report.
- 4.3. Workforce** - There are no specific workforce implications arising from this report.
- 4.4. Legal** - There are no specific legal implications arising from this report.



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4.5. Other – Nil

5. Links to ACHSCP Strategic Plan

5.1. This report links to the commissioning principles outlined as one of the enablers within our strategic plan.



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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 implementing the necessary processes, and continuation of partnership working

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