



Integration Joint Board

Report Title	Strategic Commissioning Implementation Plan
Lead Officer	Judith Proctor, Chief Officer.
Report Author	Kevin Toshney, Planning and Development Manager
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Date of Report	14 th July 2017
Date of Meeting	15 th August 2017

1: Purpose of the Report

Following on from the articulation of the Integration Joint Board's (IJB's) strategic ambitions and priorities in the partnership's Strategic Plan 2016-19, this paper outlines additional information in respect of the IJB's commissioning intentions which are set out in the attached draft Strategic Commissioning Implementation Plan.

Following IJB approval, this draft Strategic Commissioning Implementation Plan will be the subject of public consultation across Aberdeen City Health & Social Care Partnership's (ACHSCP's) sectors, localities and stakeholders.

If agreed by the IJB a final Plan will be brought to the December Board meeting for approval.

2: Summary of Key Information

2.1 The Public Bodies (Joint Working) (Scotland) Act 2014 provides a framework for the effective integration of adult health and social care services and to:

"...improve the quality and consistency of services for patients, carers, service users and their families; to provide seamless, joined up quality health and social care services in order to care for people in their own homes or a homely setting



Integration Joint Board

where it is safe to do so; and to ensure resources are used effectively and efficiently to deliver services that meet the increasing number of people with longer term and often complex needs, many of whom are older.”

2.2 One of the key milestones set out in the legislation was the publication of the IJB's Strategic Plan 2016-19

(<http://aberdeencityhscp.scot/en/progress/news/achscp-strategic-plan-2016-19/>) marking the full delegation of the appropriate and agreed health and social care functions and services to the IJB

2.3 The significant volume of 'integration conversations' that were undertaken to inform and influence the development of the strategic plan was recognised by the IJB. The Plan was relatively well received by different stakeholders but it has been acknowledged that while it provides a high level narrative of our vision and ambitions it perhaps lacks clarity of detail about the commissioning intentions.

2.4 The need to provide that additional detail was recognised and additional external capacity was sourced to lead this. A paper titled 'Indicative Strategic Planning Timetable' was presented to the IJB at its meeting on 15th November 2016 confirming the intention to develop a Commissioning Plan and Market Facilitation Plan/Statement and to bring this to the IJB in 2017.

2.5 Strategic commissioning is the term used for all the activities involved in assessing and forecasting needs, planning the nature, range and quality of future services, considering options, linking investment to agreed outcomes and working in partnership to put these in place.

2.6 Effective commissioning requires the development of a comprehensive commissioning plan that outlines in more detail the models of care that we wish to develop across the city. It will be a statement of intent and will be used as the basis for participation by the third, independent and housing sectors to participate in the collaborative development and implementation of the overall strategy.

2.7 The areas of focus have been identified because of the opportunities to develop a more integrated service and the significance of their market fragility or likely impact.



Integration Joint Board

2.8 It is recognised that, as was the case in the development of the Strategic Plan, the process needs to be equitable and transparent and open to influence from stakeholders: such as via an ongoing dialogue with individuals, carers and providers and work undertaken with third and independent sector representation, channelled through the Aberdeen Council of Voluntary Organisations (ACVO) and Scottish Care respectively.

2.9 Participants considered, in respect of their particular focus, the following questions:

- What are the outcomes we wish to see?
- What models of care do we intend to commission?
- What are our priority areas?
 - for development/growth
 - for remodelling
 - for disinvestment/decommissioning
- What will be different?

Their reflections form the basis of the accompanying draft Plan.

2.9 In addition to the proposed commissioning intentions, the draft Plan incorporates a Market Facilitation Statement suggesting how best to support the resilience, sustainability and quality of the commissioned provision.

2.10 Market facilitation is not a new activity for the partnership. It is an integral element of the commissioning cycle and as such, operational, planning and procurement colleagues have been facilitating ongoing discussions with partners in the third, independent and housing sectors with respect to many developmental activities including the partnership's Strategic Plan.

2.11 There is a keen intention to build on that dialogue and incorporate the key principles that will underpin commissioner/ provider relationships and activities that will support the reshaping of existing care models across all of the sectors. A market facilitation steering group involving colleagues from ACVO and Scottish Care has been established to oversee the development of these key principles and activities.



Integration Joint Board

2.12 This Statement will be an invitation to the third, independent and housing sectors to collaborate in the realisation of the IJB's strategic ambitions and priorities.

2.13 There will be consultation across the health, social care, third and independent sectors as outlined in the accompanying consultation plan.

2.14 Responsibility for overseeing the implementation of this Plan will be with, in the first instance, the Head of Strategy and Transformation and the Strategic Commissioning Programme Board. Regular updates of progress will be provided to the Executive Team Programme Board and the IJB as appropriate.

3: Equalities, Financial, Workforce and Other Implications

Financial Implications

Further discussions and consideration need to be undertaken to develop appropriate, costed option appraisals and business cases.

Equalities Implications

An Equalities Impact Assessment will be completed in respect of the revised Plan.

Workforce Implications

Increased recruitment and retention levels and improved employee satisfaction across all sectors are integral to the success of our developmental activities. Setting out coherent and co-ordinated commissioning intentions will stimulate interest and motivation to develop innovative models of care that will seek to improve personal experiences and outcomes.



Integration Joint Board

4: Management of Risk

Identified risk(s) and link to risk number on strategic or operational risk register:

- 1) There is a risk of significant market failure in Aberdeen City'
- 9) Failure to deliver transformation at a pace or scale required by the demographic or financial pressures in the system'

How might the content of this report impact or mitigate the known risks:

Focussing on areas of service delivery that have been identified because of their market fragility and seeking to co-produce desirable solutions will contribute to the mitigation of the identified risks.

The Partnership's Risk Appetite Statement is intended to support innovation and different ways of working and seeks to be risk enabling. There is a significant opportunity, supported by the IJB's approach to risk to drive further innovation through this commissioning plan. These opportunities include; commissioning for outcomes, enabling better flexibility for providers, commissioning an approach that increases opportunities for self-directed budgets, and approaches with providers to highly localised micro provision.

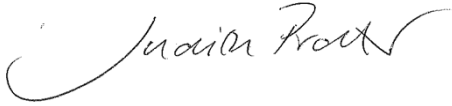
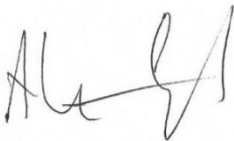
5: Recommendations for Action

It is recommended that the Integration Joint Board:

1. Agree that consultations on the draft Strategic Commissioning Implementation Plan be undertaken, as outline in the accompanying consultation plan.
2. Instruct, that following consultation, an updated Strategic Commissioning Implementation Plan is presented to the IJB at its December meeting for approval.



Integration Joint Board

6: Signatures	
	Judith Proctor (Chief Officer)
	Alex Stephen (Chief Finance Officer)