



## Integration Joint Board

<b>Report Title</b>	Strategic Commissioning Implementation Plan
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<b>Report Author</b>	Kevin Toshney, Planning and Development Manager
<b>Report Number</b>	HSCP.17.107
<b>Date of Report</b>	18 <sup>th</sup> December 2017
<b>Date of Meeting</b>	30 <sup>th</sup> January 2018

### 1: Purpose of the Report

1.1 Following on from the articulation of our strategic ambitions and priorities as set out in the Partnership's Strategic Plan<sup>1</sup>, this paper outlines additional information in respect of our commissioning intentions and market facilitation activity which are set out in the attached Strategic Commissioning Implementation Plan.

1.2 A draft Strategic Commissioning Implementation Plan was presented to the IJB in August 2017 and approval was given for there to be a period of consultation on this document and the revised Plan to be presented to the IJB at its meeting on 12<sup>th</sup> December 2017. This revised Strategic Commissioning Implementation Plan can be found at Appendix A to this report.

1.3 The revised plan reflects contributions and comments received during the consultation.

### 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. Its policy ambition has been to:

<sup>1</sup> (<http://aberdeencityhscp.scot/en/progress/news/achscp-strategic-plan-2016-19/>)



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“...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 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 our Strategic Plan 2016-19 marking the full delegation of the agreed health and social care functions and services from Aberdeen City Council and NHS Grampian to the Integration Joint Board.

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 was also acknowledged that the purpose of the plan is to provide high level narrative of our vision and ambitions rather than specific detail about how those intentions will be delivered.

2.4 The need to provide that detail was recognised and additional work undertaken to deliver this. A paper titled ‘Indicative Strategic Planning Timetable’ was presented to the IJB at its meeting on 15<sup>th</sup> November 2016 confirming the intention to develop a Commissioning Plan and Market Facilitation Plan/Statement and to bring these to the IJB in 2017/18.

2.5 With respect to our commissioning intentions work was facilitated to help identify our desired areas of focus. The criteria that we applied to this initial scoping exercise were:

- What was the sector’s market resilience/fragility?
- What would the likely impact be from reshaping the sector?
- What were the opportunities to develop a more fully integrated service?

2.6 Work streams were set up around the identified areas with third and independent sector representation in these groups channelled through Aberdeen Council for Voluntary Organisations (ACVO) and Scottish Care respectively. Participants were asked to consider, in respect of their particular focus, the



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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?

The combined outputs from these work streams form the basis of our commissioning intentions outlined in the plan.

2.7 In addition to our proposed commissioning intentions, the plan also incorporates a Market Facilitation Statement suggesting how best to support the resilience, sustainability and quality of our commissioned provision across the city.

2.8 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 all been facilitating ongoing discussions with our partners in the third, independent and housing sectors with respect to many different developmental activities.

2.9 A market facilitation steering group involving colleagues from ACVO and Scottish Care was established to oversee the development of the key principles that underpin commissioner/provider relationships and activities that will support the reshaping of existing care models.

2.10 Consultation on the draft Plan was undertaken during the period 15<sup>th</sup> August-20<sup>th</sup> November 2017. The draft Plan was placed on the Partnership's website and circulated to our partner organisations Aberdeen City Council and NHS Grampian for them to promote through their respective communication channels.

2.11 '*Commissioning conversations*' were held with colleagues from across the health, social care, third, independent and housing sectors who either wanted clarification of particular elements of the draft Plan or to suggest possible amendments.



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2.12 Both ACVO and Scottish Care facilitated workshops to enable members of the Care and Support Providers Aberdeen (CASPA) and both the Care at Home and Care Home forums to discuss our proposals.

2.13 In addition, ACVO and Scottish Care also provided specific feedback themselves.

2.14 The underpinning values and principles outlined in the Market Facilitation Statement were welcomed as being an explicit statement of how the Partnership should conduct its business. The need for sectors and services to be reshaped was broadly acknowledged but there was a sense that the Partnership needed to first address some basics in order for subsequent innovative activities to flourish. These basics included better communication, especially at times of transition or crisis and the timely agreement and payment of funding/invoices.

2.15 Given that the partnership places a strong emphasis on positive, collaborative relationships it was felt that outlining the different participation and engagement opportunities that are available to interested colleagues would be beneficial. Re-establishing the Market Facilitation Steering Group and continuing to have appropriate 'Strategy & Transformation' participation in the provider forums were seen as being good and desirable statements of intent.

2.16 It was felt that additional information in relation to the partnership's governance, how it procures services and how it manages contracts would provide a very useful baseline against which providers could compare their experiences.

2.17 The revised Plan is a more coherent document in terms of both language and content because of the feedback received during the consultation period.

2.18 It is envisaged that following IJB approval a number of project teams will be set up within the Strategic Commissioning Programme Board to develop more fully specifications and implementation timelines for our new models of care.

2.19 Responsibility for overseeing the implementation of this plan will sit with, in the first instance, the Head of Strategy and Transformation and the Strategic Commissioning Programme Board.



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2.20 The appendices attached to this plan give some high level, baseline information in respect of current commissioned activity and associated financial expenditure.

2.21 Intensive work is currently being undertaken to identify the necessary metrics and timescale to enable robust evaluation of new activity in the Transformation Plan. We recognise that we need to develop very transparent means of showing how this activity is impacting and influencing current commissioning activity shown in Appendix 1 of the Strategic Commissioning Implementation Plan.

This will be necessary if we are going to be successful in delivering new and innovative new models of service which offer a greater person centred approach and improved outcomes alongside maximum efficiency and sustainability.

2.22 Regular updates of progress to date will be provided to the Chief Officer, the Executive Team Programme Board and the IJB as appropriate.

### Appendices

#### A) Strategic Commissioning Implementation Plan:

1. Current commissioned/Procurement Activity
2. Current and planned transformation activity

### 3: Equalities, Financial, Workforce and Other Implications

#### Financial Implications

Further discussions need to be undertaken in respect of these commissioning intentions to develop appropriate, costed option appraisals and business cases. It is not envisaged that there will be an increase in expenditure but that instead the ongoing transformation of our sectors and services will release funds for next phase implementation of our desired models of care.

#### Equalities Implications

This Plan does not discriminate against any equality or diversity group but instead



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seeks to advance equality of opportunity between those who share a protected characteristic and those who do not.

It is suggested however that the evaluation of this intended programme of activity includes significant opportunities for those who use services to confirm that they are not experiencing unintended consequences and that there is a tangible improvement in their personal experiences and outcomes as expressed throughout the document.

### **Workforce Implications**

Increased recruitment and retention levels and improved employee satisfaction across all sectors in the Partnership are integral to the success of our developmental activities. It is envisaged that our commissioning intentions together with our market facilitation activities will have a positive impact on our workforce and in turn deliver improved personal experiences and outcomes for the people who use our services.

#### **4: Management of Risk**

##### **Identified risk(s):**

##### **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 development potential and then seeking to actively co-produce desirable solutions will contribute to the mitigation of the identified risks.



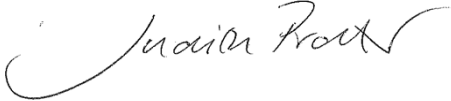
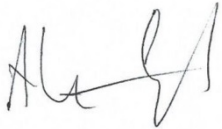
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### 5: Recommendations for Action

It is recommended that the Integration Joint Board:

1. Approve the revised Strategic Commissioning Implementation Plan;
2. Instruct the Chief Officer to put in place the required structures and resources to implement this plan; and
3. Request an annual update on the implementation of the Strategic Commissioning Implementation Plan to both the IJB and the Audit & Performance Systems Committee.

### 6: Signatures

	Judith Proctor (Chief Officer)
	Alex Stephen (Chief Finance Officer)