

Strategic Commissioning

People PDC 16th October 2019



Background

- Progress the work to develop a single view of the customer
- Provide a natural enabler to develop to efficiencies
- Understand need through co-productive techniques
- Achieve greater efficiency through common approaches and a more coherent, simple and strategic approach to contractors

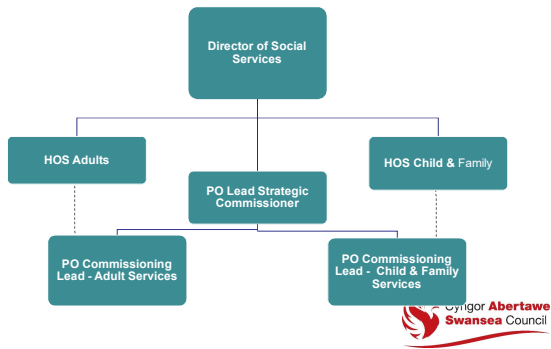


Objectives

- Undertake mapping of activity in the four key areas – Adults Services, Child & Family, Poverty & Prevention and ALN in Education
- Understand the issues and priorities for the Heads of Service and senior managers
- Scope future activity for action plan
- Review and propose options for the People Commissioning Group
- Develop a common approach to co-production
- Propose options for a structure for the future



High Level Structure



Commissioning Hub Purpose

- To develop a consistent approach to commissioning, procurement and contract management following the commissioning cycle
- To ensure a strategic oversight of all commissioning
- To identify department wide risks and shared roles and responsibilities for effective risk management.
- To ensure a consistent approach to commissioning externally funded grant programmes by managing them through a single hub for both internal and external services
- To ensure a coherent approach to co-production building on existing work in this area and aligning to participation and rights based work



Commissioning Hub Purpose

- To align teams and standardise roles, where possible to achieve process efficiencies and avoid duplication, maintaining specialisms for specific cohorts
- To achieve financial savings in the MTFP by reducing expenditure on commissioned services, rather than reducing staffing, but integrate posts where opportunities arise
- To maximise use of grant opportunities to drawn down additional funds in a co-ordinated way to add value to service delivery
- To ensure robust business development structures are in place which support transformation and aligns with directorate improvement and services plans



Commissioning Model

Strategic Commissioning starts with our vision. Our vision for health, care and wellbeing in the future is that:

“People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities. We will help people to keep safe and protected from harm and give opportunities for them to feel empowered to exercise voice, choice and control in all aspects of their lives. Our services will focus on prevention, early intervention and enablement and we will deliver better support for people, making best use of the resources available, supported by our highly skilled and valued workforce.”



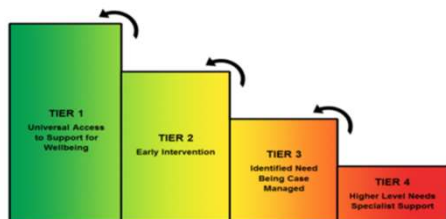
Key Elements that Drive Commissioning

- Better Prevention
- Better Early Help
- A New Approach to Assessment
- Improved Cost Effectiveness
- Working Together Better
- Keeping People Safe



A Strengths Based Approach

The Prevention Model is illustrated diagrammatically below.



Development of Commissioning Strategies

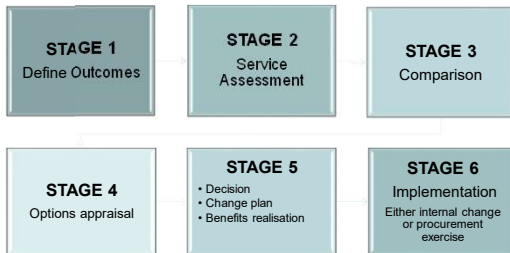
What is the process we follow to determine what and how we commission?

The Institute of Public Care (IPC) describes the activities that operate to enable effective commissioning by grouping functions into four key activities

1. Analyse
2. Plan
3. Secure Services (Do)
4. Review



Corporate Commissioning Review Process



Strategic Commissioning Principles

10 key principles underpin the Council's approach to commissioning

1. **Outcome led:** we will focus first and foremost on outcomes for residents, families and communities, delivering our top 5 priorities and on creating social value
2. **Engagement:** we will engage at an early stage with people in agreeing, designing and delivering outcomes e.g.: workforce, trade unions, communities, schools/universities, partners
3. **Innovation:** we will be open minded and seek innovative solutions, using all the expertise available
4. **Evidence:** we will adopt an evidence based approach to solutions to deliver agreed outcomes
5. **Market Sounding:** we will use market sounding to find out what others are doing and to shape our commissioning plans
6. **Local Markets:** we will maximise local capacity to deliver services where appropriate and seek to develop new markets to increase supplier choice where necessary
7. **Collaboration:** we will commission jointly with partners/communities where this makes sense
8. **Cost:** we will aim to deliver return on investment, reduce future spend, and achieve efficiency savings on current provision
9. **Continuous Improvement:** we will aim to secure long term continuous improvement through the chosen option
10. **Sustainability:** we will deliver sustainable solutions to meet current and future needs

Examples in Social Care – Domiciliary Care

- A Commissioning Review of Domiciliary Care Services was undertaken during 2015 and 2016.
- During this review, 31 options for the way forward for the service were developed.
- Widescale stakeholder engagement occurred to refine the 31 options into 12 viable options
- Each option was appraised against commissioning review evaluation criteria (outcomes, fit with priorities, financial impact, sustainability/ viability, deliverability)
- A preferred option was identified and a consultation occurred over a 13 week periods



Examples in Social Care – Domiciliary Care

The final decision endorsed by Cabinet and informed by the consultation was as follows:

1. Redesign the Reablement Domiciliary Care Service.
2. Expand the Long-Term Care Service to include additional specialisms such as dementia support and rapid response.
3. Move to geographical based commissioning for the long-term maintenance service and respite sitting in service.
4. Maintain a county wide complex care service and Reablement Service.
5. Continue to operate a mixed model of delivery with clearly defined internally delivered and externally commissioned services.



Securing Services – The Implementation Phase

- Competitive tender completed and a procurement framework created
- Update service specification to achieve improved quality and compliance with SSWBA and RISCA legislation
- 12 Providers appointed for long term services and 1 for respite
- 5 Geographical zones created to achieve efficiencies
- Services will provide care to approx. 1300 people
- Services will deliver approx. 1300 hours of care per week
- Projected annual increase in cost (commencing October '19)



Other Obligations and Opportunities

- Redesigning and re-procuring services contributes to Adult Services Model by ensuring availability of quality services at tier 3 (long term) and tiers 2 (reablement and respite).
- But these services don't exist in isolation. They must operate as part of a continuum to achieve Adult Service objectives.
- SSWBA creates other related obligations which are relevant in context of securing services.
- Part 2 (general Functions) creates enhanced duties to prevent and reduce the needs for care and support. These "preventative" services should be available not only to people who are currently eligible to receive social care services but potentially to the wider population.



Strengths Based Practice and Community Solutions

- A number of Local Authorities are adopting strength based approaches as a means of managing demand and achieving Part 2 requirements (Prevention objectives and development of new models)

"Strength-based practice is a social work practice theory that emphasises people's self-determination and strengths. It is a philosophy and a way for viewing clients as resourceful and resilient in the face of adversity"



Strengths Based Practice and Community Solutions

"How can I connect you to things that will help you get on with your life – based on your assets, strengths and those of your family and neighbourhood? What do you want to do? What can I connect you to?"

- Important not just because of the way it values and empowers people, but because of the potential it offers to develop new preventive models, which encourage solutions by meeting need within local communities.