

REPORT

SUBJECT:	Commissioning Framework 2019 - 2022
TO:	Integration Joint Board
Lead Officer for Report:	Interim Chief Officer
Author of Report:	Interim Head of Planning Performance and Quality Assurance
DATE:	26 March 2019

1. PURPOSE OF REPORT

1.1 This paper is coming to the Board:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
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2. ROUTE TO THE IJB

2.1 This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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The paper was prepared by the Interim Head of Planning, Performance and Quality Assurance and reviewed at the Strategic Leadership Team meeting.

3. RECOMMENDATIONS

3.1 The IJB is asked to:

- Approve the Commissioning Framework 2019 – 2022
- Note that the document is being created via graphic design for publication on the Health and Social Care Partnership’s website.

4. BACKGROUND/SUMMARY OF KEY ISSUES

- 4.1 Health and Social Care North Lanarkshire published its ten-year strategy “Safer, Healthier, Independent Lives” in 2016 and each year a Strategic Commissioning Plan is produced to outline the key intentions to be delivered in year.
- 4.2 The Commissioning Framework sets out the supporting pillars to the ten-year strategy and the annual Strategic Commissioning Plans (see Appendix 1)
- 4.3 The Commissioning Framework covers six key areas for the period 2019 to 2022.

- Engagement Plan
- Market Facilitation Plan
- Workforce Plan
- Performance Plan
- Finance Plan
 - The financial plan will be included subject to agreement with the Integrated Joint Board
- Scheme of Integration
 - The updated Integration Scheme will be included following the completion of the local section 44 review of the scheme currently underway

4.4 The plan is currently with graphic design and the final version will be published on the Health and Social Care Partnership’s website.

5. CONCLUSIONS

5.1 The Commissioning Framework is a public facing summary document that sets out the partnership’s supporting pillars, which underpin the ten-year strategy and Strategic Commissioning Plan.

6. IMPLICATIONS

6.1 NATIONAL OUTCOMES

This work has implications for all nine national outcomes.

6.2 ASSOCIATED MEASURE(S)

Performance on the supporting pillars will be reported to the IJB.

6.3 FINANCIAL

This paper has been reviewed by Finance:

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
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6.4 PEOPLE

The associated workforce plan sets out the implications of the implementation of the commissioning intentions.

6.5 INEQUALITIES

EQIA Completed:

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
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Each commissioning intention will develop an EQIA as required.

7. BACKGROUND PAPERS

None

8. APPENDICES

Appendix One – Commissioning Framework 2019 - 2022



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INTERIM CHIEF OFFICER

Members seeking further information about any aspect of this report, please contact Morag Dendy on telephone number 01698 332075

Commissioning Framework

The Commissioning Framework supports Health and Social Care North Lanarkshire's Strategic Plan 2016-2026. The Framework offers additional information on 6 supporting pillars:

1. Participation and Engagement Plan
2. Market Facilitation Plan
3. Workforce Plan
4. Performance Plan
5. Financial Plan (to follow)
6. Scheme of Integration (to follow)

1. Participation and Engagement Plan

Health and Social Care North Lanarkshire (HSCNL) has a firm commitment to ensuring meaningful involvement with the communities it serves. The participation and engagement plan sets out how this will be achieved so that the right systems and supports in place to enable effective engagement between stakeholders and HSCNL. The plan is a key strand of work in support of the overall Integrating Health and Social Care in North Lanarkshire Strategic Plan 2016-2026 and will take into account the national outcomes and legislative requirements for the planning and delivery of children's services and community justice.

Without the full engagement, participation and support of the third and independent sector, carers and people who use services in the plans to transform our services they will not succeed. We must ensure that these representatives are full partners in arrangements and contribute to the strategic direction and oversight of integrated services by the Integrated Joint Board and in locality planning and delivery.

It is important to recognise that engagement with stakeholders should not be limited to services and service developments. The first national outcome is about improving health and wellbeing and enabling people to live longer in good health. This requires a change in mind-set and culture that needs to be taken forward jointly with local people and partners. The participation and engagement plan has an important role to play in supporting this.

The IJB recognises the value of engaging with equality groups and with people who experience prejudice and discrimination as a result of protected characteristics.

The strategy has been coproduced with representatives of the third and independent sector, carers and people who use services through an engagement and participation working group.

The implementation of this plan will be taken forward through detailed yearly action plans.

Objectives

Fundamental to integrating services is closer working with communities. In North Lanarkshire we have strong and well defined communities, third and independent sector organisations, carers, staff and others who respect and value their local areas. Our intention is to build on local knowledge and experience to ensure services are tailored to community needs and make the most of the considerable community assets that exist in towns and villages across the area. We want people to live safer, healthier, independent lives through information, local support networks and services and by anticipating need before it arises.

Addressing needs, reducing inequality and supporting communities to reach their potential is not something we can do alone. We are committed to working hand in hand with all agencies to ensure that we have a cohesive plan that optimises collective effort to the benefit of those who need support.

Our proposed changes will not happen overnight. Services must be planned using the integration planning and delivery principles and in order to do so stakeholders must be engaged in discussions about how services are planned and delivered.

Health and Social Care North Lanarkshire will ensure that engagement and participation takes place with all stakeholders including:

- Public;
- Service users of health and social care;
- Carers;
- Health and social care professionals;

- Housing colleagues;
- Members of staff from both the Health Board and Local Authority who are not health professionals or social care professionals;
- Third sector;
- Equality groups;
- Independent sector;
- Elected members.

The following objectives will be prioritised over the next three years:

- Involve stakeholders in the development work required to achieve the national outcomes;
- Meet the requirements of Part 1 and Part 3 of the Children and Young People (Scotland) Act 2014, ensuring children and young people are partners and co-producers in all aspects of children's services;
- Provide stakeholders with information on how to get involved;
- Ensure a diverse range of participation and engagement opportunities are in place to suit different needs and preferences;
- Develop ways of measuring how well we are involving community stakeholders in the planning, design and delivery of our services;
- Provide regular feedback on how stakeholder participation and engagement is shaping and influencing service development and delivery;
- Provide support for stakeholder representatives to ensure they can participate meaningfully and confidently at meetings;
- Develop participation guidelines to ensure a common understanding and set of expectations for both stakeholders and health and social care staff;
- Support engagement planning and participation in localities, taking account of other engagement activity and local plans across the Community Planning Partnership.

Yearly action plans will be developed to set out how these objectives will be delivered and how we will measure and report on the implementation of this strategy. Action plan updates will be taken to the North Lanarkshire Health and Social Care Integrated Joint Board annually in order to report on progress with the strategy.

Principles

Our approach to involvement is built on a shared set of principles that should guide all participation and engagement activities:

- Services are developed in partnership and planned in a way which engages with the community and local professionals;
- All stakeholders are treated fairly, equally and with respect;
- Engagement opportunities should be accessible and engagement materials offered in accessible formats
- All health and social staff have a role to play in supporting user involvement.

Key engagement forums

Stakeholder representatives are involved in range of meetings and forums relating to health and social care across North Lanarkshire. A selection of key forums is set out below:

- North Lanarkshire Health and Social Care Integrated Joint Board
- Health and Social Care Integration Joint Board Performance, Finance and Audit Sub-Committee
- North Lanarkshire Strategic Planning Group
- Partnership for Change User and Carer Engagement and Representation Forum
- Addiction, Learning Disability and Mental Health Partnership Board
- Frailty and Long Term Conditions Partnership Board
- Addiction, Learning Disability and Mental Health Locality Planning Groups
- Frailty and Long Term Conditions Locality Enablement Groups
- Locality engagement events
- North Lanarkshire Public Partnership Forum
- North Lanarkshire Partnership (NLP)
- Community Forums
- Local Area Partnerships (LAPs)
- Locality Area Teams (LATs)
- Community Capacity Building and Carer Support Group
- North Lanarkshire Youth Forum
- Locality Youth Forums
- NHS Lanarkshire MSP/MP briefing meetings

Service change

Prior to taking any decisions, the IJB should be satisfied that the views of relevant stakeholders have been taken into consideration in line with the principles of the National Standards for Community Engagement. Any proposals which are being presented to the IJB will require to ensure there has been a level of proportionate engagement from localities and up through the Strategic Planning Group and onwards to the IJB. In doing so, this will give the necessary opportunity to key stakeholders in shaping proposals, while at the same time, fulfilling the requirements of the Community Engagement National Standards. Importantly, and within each of the forums and groups outlined above, there is wide stakeholder representation designed specifically to address any person, patient, carer, staff, practice, clinical, finance and general governance issues.

North Lanarkshire wide proposals should therefore demonstrate that consultation and engagement begins at a community and locality planning level, prior to being signed off by the Strategic Planning Group for onward final approval by the IJB. Thereafter, a direction will be issued to the Council or Health Board to implement in an operational context. A similar process will be followed in relation to locality specific service redesign whereby consultation and engagement will be facilitated within the relevant locality.

The VOiCE tool, based on the National Standards for Community Engagement, provides a consistent framework for taking forward community engagement. It is available at <http://www.voicescotland.org.uk/>

2. Market Facilitation Plan

Services that are provided by external organisations make an important contribution to our ability to improve the well-being of people who use health and social care services. Market facilitation is the part of strategic commissioning that seeks to influence and shape markets to ensure that there is a diverse range of affordable and sustainable provision to deliver good outcomes for people and meet the needs of the population both now and in the future.

The Market Facilitation Plan represents the start of a dialogue with service providers, users of services, carers and other stakeholders about the future shape of our local social care and support market. When implementing the Plan, we will ensure that we are responsive to the changing needs and aspirations of the people living in North Lanarkshire.

We need to make sure that people who use our services can choose from a variety of care and support providers and have a range of creative options open to them. The Plan will help improve understanding of what care and support is required and should help people to make informed choices about what is best for them. If we are to achieve our goal, we must build on and enhance our local tradition of partnership working.

North Lanarkshire Health and Social Care recognises that the approach to fair working practices including paying the living wage, has a positive impact on the quality of care and support services. The Plan seeks to promote fair and equal pay as well as wider employment practices including the recognition of trade unions.

What is a Market Facilitation?

Market Facilitation forms part of our comprehensive commissioning strategy and helps ensure that our commissioning intentions are effectively translated into services that will achieve the best possible outcomes. The market facilitation plan gives our third and independent partner organisations the confidence to build their own capacity, invest in the development of new services and supports and to plan for training and recruiting the necessary staff to provide these. It also recognises the role that social care and support partners have in actively contributing towards economic growth in North Lanarkshire, whilst creating employment opportunities for people living in North Lanarkshire.

Developing a Market Facilitation Plan is an evolving process and we will involve all our partner organisations on an on-going basis to help make sure that the changes we wish to make can be delivered and sustained. We will consider, with our partners, the strategic commissioning plan and the market facilitation plan on an ongoing basis to ensure that it remains fit for purpose and is delivering improved outcomes for the people of North Lanarkshire.

Who is the Plan for?

We will produce Plans for existing and new providers of adult health and social care and support. It is intended to complement and add value to the business planning and development of current and potential providers and assist them to meet demand. We will:

- Share information we have on population trends, current demand for care, cost of this and what future demand might look like;
- Be clear about our long-term approach and share our view of how we believe the market needs to change and what outcomes we want to achieve in response to changing service user expectations and demographic, economic and legislative changes;
- Be clear about the levels of investment we can make and the support we can give to achieve a balance in the supply and demand for services;
- Be transparent and fair in the design and implementation of our procurement approaches;

- Explain where we anticipate a need to reduce budgets in some areas and increase spending in others. For example, we believe in a continued shift from care home to support at home to allow people to live independently as long as possible so our budget decisions will reflect this and our new responsibilities under the Carers Act will demand an increase in spend in this area;
- Give organisations who wish to grow and develop their services to adapt to new circumstances time to do so; and
- Engage with providers and discuss their long-term business aims and objectives with the aim of jointly identifying any barriers to future provision.

Commissioners and providers in North Lanarkshire need to work together to deliver new models of care so that we can continue to improve quality, increase choice for service users and their carers and deliver a responsive and efficient service. The Plan represents the beginning of a dialogue to find the best ways to use available resources at a time of complex change and challenges.

The Plan should also assist voluntary and community organisations to understand our requirement and contracting activities and help them to build on their knowledge of local needs in order to develop new community based activities and low level support.

We hope that the Plan will also help those using adult social care and support services and their families and carers to have an increased understanding of the opportunities for greater choice and control and to become more proactive in shaping their own unique support solutions.

Key Market Messages

We expect the demand for care and support to increase without any additional increase in resources. Key areas that we need to consider include:

- The need to develop support that provides early intervention and prevention to move away from long term dependent care provision;
- A focus towards shorter term intensive social care and support packages aimed at enablement and returning home;
- An emphasis on personalisation, the delivery of individual outcomes and Self Directed Support mean that we need to consider new delivery models of social care and support;
- An increase in self-care initiatives to support long term health and wellbeing;
- The role of information and advice in the market is expected to grow to support people in taking choice and control over how their needs are met;
- The use of assistive technology needs to be further embedded into mainstream support provision;
- A need to build capacity within the third and unpaid carers sectors;

The aim of the Plan is to communicate these messages and enable provide a basis for early engagement and consultation with the market on how best to respond. Engagement will take place through existing communication channels and provider forums, with the aim of developing a joint action plan to support the delivery of the Market Facilitation Plan, which will also reflect the Strategic Plan objectives. We need providers to consider these key messages if they wish to be best placed to respond to future market requirements.

Approaches to Engagement about this Plan

There are a number of approaches that we feel are important to ensure we can effectively inform, engage and consult with the market. We need to set out how we want to develop the market in North Lanarkshire and what we need to achieve to realise our vision but we also need to be clear about how we plan to engage with the market to do this. We want to encourage:

- Engagement in discussion in a constructive manner
- Open debate and respect for different perspectives
- Openness and transparency, highlighting any conflicts of interest as they arise
- A positive, focussed solution approach to problem solving and conflict resolution
- A clear process for providers and developers to engage with us about their proposals for potential new models of service provision.

To facilitate this, we intend to develop engagement through a number of different mechanisms:

Provider Events

We will arrange a minimum of one large scale event each year to engage with the market to: share strategic commissioning intentions; identify the direction of travel; inform discussion about new models of provision; and gauge feedback from the marketplace on our plans.

Forums for Specific Provider Markets

We will hold smaller meetings to engage with specific sectors within the wider market place to discuss strategic commissioning intentions and the direction of travel. We will highlight how these might impact on specific sectors of the market around new models of provision and will help shape individual contract documents and influence the route to market.

Provider Drop-in Sessions / Advice Surgeries

We will provide a drop in session / advice surgery at least annually for providers from all sectors of the market place to provide them with the opportunity to meet with commissioners on a more informal basis to discuss ideas and gain clarity on any issues specific to their organisations. These sessions will also provide the opportunity to seek advice and support around development plans to ensure these fit with Health and Social Care North Lanarkshire's direction of travel.

Direct Engagement with Providers

We will meet with different providers when required to facilitate the development and realisation of new models of service provision.

This Market Facilitation Plan aims to provide the platform upon which commissioners and providers can work together to strengthen relationships and forge improved outcomes for service users. It also acts as a vehicle to support collective actions for more effective methods of service delivery. The Plan also helps us to utilise budgets more efficiently to deliver savings and to create capacity for investment to meet the increasing demand for care and support services.

By publishing a Market Facilitation Plan, Health and Social Care North Lanarkshire is communicating its intention to engage, listen and provide support to the market. We are in turn asking the market to provide us with feedback, to talk to us about opportunities for improvement, to raise any concerns with us with a focus on solutions and to share our commitment to enable people in North Lanarkshire to live full and positive lives within supportive communities.

3. Workforce Plan

The ambitions set out in the Health and Social Care in North Lanarkshire Strategic Plan 2016-2026 can only be achieved by the dedicated and skilled workforce of staff employed by North Lanarkshire Council, NHS Lanarkshire and partners. The workforce, in all professions and at all levels, have a crucial role to play to ensure our vision is fully achieved.

Our approach to workforce development is to build on existing good practice and ensure increasingly integrated and collaborative approaches to workforce planning across health and social care services. The workforce plan recognises the role that each part of the health and social care workforce plays in delivering high quality, safe and timely care and support, which is right for each person in North Lanarkshire, regardless of where it is delivered.

Integrated services should support people at all stages of their lives to live as independently as possible, so they can contribute to their communities and achieve good outcomes. To enable this, the health and social care workforce must deliver joined up services which focus on anticipatory and preventative care and responds to people's needs.

Future service models of support and care

The future workforce will see a community based workforce operating in multidisciplinary teams, requiring their roles, skills and competences to evolve to deliver a range of services. This means working together in locality settings, working around acute hospitals delivering intermediate care, or providing community based care to people living at home or in homely settings – providing care including:

- Safeguarding
- More complex support and care to people living with frailty, long term conditions and multiple morbidities
- Anticipatory planning, intermediate care, rehabilitation and reablement care
- Urgent unscheduled care that does not rely on hospital admission
- Preventative and early intervention support
- End of life and palliative care

Future workforce model

The route map to the 2020 Vision for Health and Social Care outlines the Scottish Government's vision for improving quality and making measurable progress towards high quality, sustainable health and social care services in Scotland. In responding to the commissioning intentions of the partnership, we will continue our actions to support the five priorities outlined within Everyone Matters:

- Healthy organisational culture
- Sustainable workforce
- Capable workforce
- Integrated workforce
- Effective leadership and management

The future model for the workforce will be realistic and consider the workforce availability, adaptability and affordability to deliver the revised health and social care model in the specified time frame. In effect the workforce model requires:

- Early projection and preparation of staff to meet the future demand as different skills sets are required

- Adequate opportunity for staff to be developed to meet these requirements
- All this is framed within a financially viable workforce model

Ageing population

The ageing population will not only change the service demands, it is also reflected in the availability of health and social care workforce. In effect, we will have an older workforce in 2025 and a higher volume of staff retiring year on year. We will consider approaches to support older staff to remain in employment while recognising and succession planning for potential loss of skills and knowledge.

Service Delivery

To provide safe, effective and person centred support and care, the workforce of 2025 should match the workload demands both in the care context, location and hours of support. This will see a shift in staffing from hospital based services to the community as we continue to shift the balance of care. This will require change from the existing patterns of work towards 24 hour, seven day working alongside the use of technology.

Influencing undergraduate programmes

On-going work is required with regulators, Scottish Government and higher educational institutions to ensure that the development of undergraduate programmes are designed in line with the future health and social care need.

Training, recruitment and retention

We aim to attract sufficient staff with the right skills into health and social care, encouraging retention and helping people to develop their careers. The Care Academy plays an important role in promoting the career opportunities in health and social care.

Health and Social Care Academy

The development of a Health and Social Care Academy is designed to assist in retaining and recruiting staff as well as providing careers information and volunteering opportunities. An important element of the Care Academy is the development of a virtual portal which creates a comprehensive online resource for recruitment, training, education and volunteering. The portal is designed to connect users with online resources using compelling content and easy navigation.

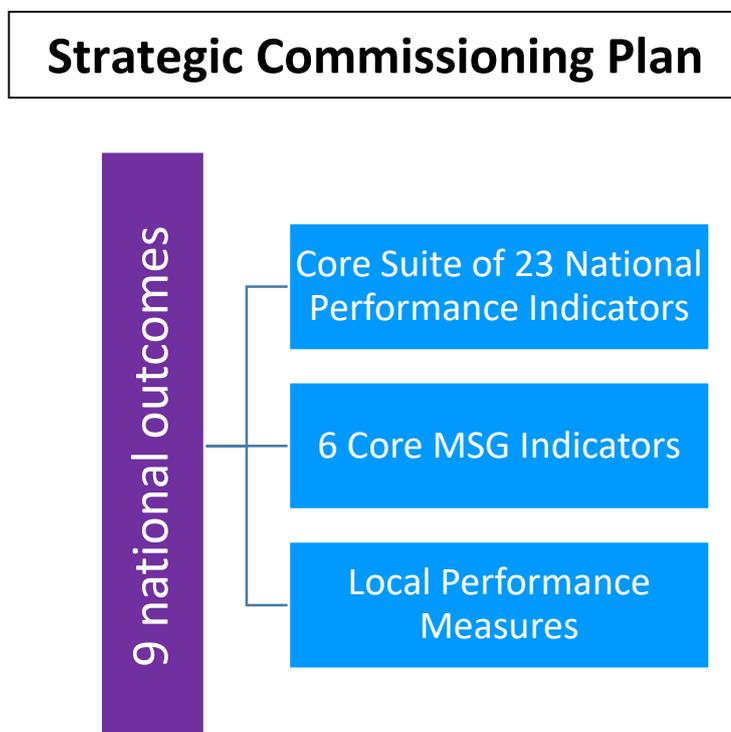
Work in relation to the Care Academy is ongoing to try to address some of the challenges faced in recruitment and retention of suitably qualified staff across a range of services required to deliver excellent health and social care in North Lanarkshire.

4. Performance Plan

The IJB performance management role is to have oversight of the performance of integrated services and to be sure that they are being delivered to meet the strategic and operational aims of the partnership. The IJB agrees on an annual basis a set of performance measures and specific improvement activities that inform the Board how integrated working arrangements are being used and the effect these changes are having on communities, service users, patients and their families and carers.

Aims of the performance framework

To support the monitoring of progress of integration, we have developed a performance framework so that there is a clear and consistent approach to performance. The framework takes the nine national high-level outcomes and 23 associated indicators that have been agreed and considers them alongside the six Measuring Performance Under Integration indicators used to report to the Ministerial Strategic Group for Health and Community Care, and a set of locally developed performance measures. The framework sets out the main building blocks for a positive performance culture by describing the main aspects of our approach to managing performance.



We have a set of performance measures used within the partnership to meet our needs in terms of measuring how the strategic commissioning plan is being delivered. Measures also include publicly accountable measures and targets which either the council or the NHS currently report against, and which relate to services under the IJB.

Localities are a key building block of our performance in North Lanarkshire and are key to success and progress of integration. We review the partnership's performance with each of our six locality teams on a quarterly basis, with face to face reviews held on a six-monthly basis, with each locality team delivering their own performance improvement plans.

Details of all the performance measures and their associated targets are available on request.

Understanding Our Performance

In order to ensure effective management of performance we need accurate, relevant and timely information at all levels. We have processes in place to ensure the quality of our performance information and data is of the highest quality, thereby instilling a high level of confidence in the scrutiny of performance and improvement planning process.

We have routine performance reporting arrangements in place for our key performance measures which allows for full consideration of our performance and its wider implications at an officer/management level and then at an executive level across health and social work. This is followed by full scrutiny by the IJB's Performance, Finance & Scrutiny Committee before final consideration by the Integration Joint Board.

The IJB and its committee is also presented with associated improvement plans against each of the areas requiring improvements. These plans include specific improvement actions, with associated timescales and lead officer responsibility to ensure and enhance accountability across the partnership.

The IJB is also offered the opportunity to consider, in more depth, a range of topic-based performance reports which includes a more considered and detailed assessment of performance. This is particularly the case for those areas of integrated service where there is a more rounded and nuanced account of performance, demand, service capacity, resource and improvement required in order to develop and implement improvements or to meet improvement trajectories and targets.

Annual Performance Reporting

The IJB is required to produce an annual report detailing its performance. The annual report covers:

- progress against the delivery of the nine national health and well-being outcomes
- information on performance against agreed measures
- details of any review of the strategic commissioning plan within the reporting year
- an overview of the financial performance of the integration authority
- information of public/community engagement activity in relation to the design and delivery of care and support services
- a summary of any inspections and the outcomes of these

Our annual reporting arrangements very much build on our other reporting arrangements across the partnership and we seek to engage and collaborate with our key stakeholders in the production of our annual report. This ensures an honest and balanced view of our shared performance, highlighting those agreed areas where we feel we need to improve but also celebrating the considerable achievements of our staff and services and the individuals, families and cares they work with.

5. Financial Plan

The financial plan will be included subject to agreement with the Integrated Joint Board

6. Integration Scheme

The updated Integration Scheme will be included following the completion of the local section 44 review of the scheme currently underway.

