

WEST DUNBARTONSHIRE COUNCIL

Report by the Director of Community Health and Care Partnership

Community Health and Care Partnership Committee: 25 January 2011

**Subject: WD CHCP Commissioning Strategy For Rehabilitation Services:
2011 – 2021**

1. Purpose

1.1 The purpose of this report is to introduce the attached Rehabilitation Commissioning Strategy, and to seek its approval by the CHCP Committee.

2. Background

2.1 The Institute of Public Care (IPC) has defined a commissioning strategy as “a formal statement of plans, for specifying, securing and monitoring services to meet people’s needs at a strategic level. This applies to all services, whether they are provided by the NHS, the Local Authority, other public agencies or by the voluntary and private sectors”.

2.2 Audit Scotland have emphasised their expectation that good commissioning of these services is essential to ensure that high quality sustainable services are available to all those who need them; and that NHS boards and councils need to work together to agree strategic commissioning plans.

2.3 An explicit local action identified following the last Social Work Inspection Agency (SWIA) assessment undertaken of the former Social Work and Health Department was the production and approval of a range of commissioning strategies to span the breadth of service delivery responsibilities. This is an action that the successor Care Inspectorate will be seeking evidence of material progress on during their assessment of the CHCP in 2012.

2.4 As part of an explicit commitment within CHCP Strategic Plan 2012-13 the CHCP has developed a schedule for the delivery of commissioning strategies across the breadth of its service delivery responsibilities; all of which will be completed and presented to the CHCP for approval by the end of the calendar year 2013. This commitment is reinforced as an objective within the West Dunbartonshire Council Assurance and Improvement Plan 2011/12.

2.5 The attached Commissioning Strategy for Rehabilitation Services is the next of the suite of commissioning strategies that are being produced in line with the above requirements.

2.6 This Commissioning Strategy is presented to the CHCP Committee for approval (as committed to within the CHCP Forward Plan agreed by the Committee at its September 2011 meeting).

3. Main Issues

Commissioning

- 3.1 There are four core values that have been identified to underpin all of the CHCP's approach to strategic commissioning across the breadth of its service delivery responsibilities, namely:
- Quality
 - Fairness
 - Sustainability
 - Openness
- 3.2 These values will be manifested through a systematic concern for the following principles ensuring:
- Optimal outcomes for individual service users.
 - A client-centred approach appropriate to individual needs through an emphasis on informed self-care, co-production and personalisation of services.
 - Effective and safe services that draw upon the best available evidence and local feedback from service users.
 - Equalities-sensitive practice.
 - Acceptability of service provision informed through constructive engagement with local stakeholders – including staff, community groups and elected members.
 - Affordable and efficient services that continue to be reflective of the relative demands across the West Dunbartonshire population as a whole.
- 3.3 In keeping with best practice, all CHCP commissioning strategies are and will be key components of an on-going process of commissioning as advocated by the IPC and illustrated within the attached document (page 4). The Audit Commission has emphasised three particular strengths of this model:
- The cyclical nature of the activities involved, from understanding needs and analysing capacity to monitoring services.
 - The importance of meeting needs at a strategic level for whole groups of service users.
 - The importance of commissioning services to meet the needs of service users, no matter who provides them.
- 3.4 The approach to and structure of this commissioning strategy has been informed by the most recent guidance documents available as well as considered feedback from colleagues at the Care Inspectorate, the national Joint Improvement Team (JIT), and Scottish Government.

Rehabilitation Services

- 3.5 The aim of this Commissioning Strategy is to project how the local provision of community-based adult rehabilitation services - and an increasing focus and emphasis on re-ablement - will need to be developed over the course of the next decade (i.e. to 2021) so as to reflect changes in demand, development of policy, emergent best practice and available resources.
- 3.6 The focus of this commissioning strategy reflects the requirements of Scottish Government as reinforced by the local priorities and concerns of NHS GGC and West Dunbartonshire Council. This strategy will have a particularly important reciprocal relationship with the forthcoming West Dunbartonshire CHCP Older People's Services Commissioning Strategy. It has also benefited from comments and contributions from local stakeholders, particularly those CHCP staff planning and delivering our local services.
- 3.7 The issues and priorities set out within it are not unique to West Dunbartonshire and are very much reinforce national analysis and imperatives. That said, it reflects a necessarily ambitious agenda that should provide legitimately challenge to all those involved in the leading, management and delivery of local rehabilitation and re-ablement services.

4. People Implications

- 4.1 This Commissioning Strategy will inform workforce planning and development activities. The Joint Staff Partnership Forum will be engaged in any material impacts on staff that emerge.

5. Financial Implications

- 5.1 This Commissioning Strategy will inform financial planning and procurement arrangements to ensure effective delivery within available resources.

6. Risk Analysis

- 6.1 This strategic commissioning strategy is an important element to ensuring that the CHCP is able to provide rehabilitation and re-ablement services in an effective, relevant and sustainable manner as advocated by Audit Scotland. Moreover failure to deliver, approve and implement commissioning strategy creates risk in relation to the requirements of external scrutiny bodies, most notably the Care Inspectorate and Audit Scotland.

7. Equalities, Health & Human Rights Impact Assessment (EIA)

- 7.1 An Equalities Impact Assessment (EIA) undertaken on the Strategy indicated no significant negative issues; and the person-centred element of the model in particular was suggestive of the Strategy having a positive impact in these regards.

8. Strategic Assessment

8.1 The Commissioning Strategy is in line with and supports the following West Dunbartonshire Council strategic priorities:

- Fit for Purpose Services
- Financial Strategy
- Asset Management

9. Conclusions and Recommendations

9.1 Audit Scotland has recently re-emphasised the challenging financial climate in which the public sector will be expected to deliver services over the coming years. Alongside the realities of a reduction in public sector budgets, CHCP services also have to manage the increasing complexity of demands for and capacity of services whilst being responsive to demographic changes within the population.

9.2 Robust commissioning of is essential to ensure that high quality and sustainable services are available to those who need them. The attached document makes important statements about the commitment of the CHCP to outcome-based strategic commissioning; and delivering effective and sustainable over the next decade. The strong track record of local CHCP supported by a positive history of good partnership working locally provide a robust foundation for realising its ambition going forward.

9.3 This commissioning strategy will drive the substance of relevant operational service plans (and attendant financial and procurement plans) on an on-going basis, within the context of CHCP's wider set of development priorities as set within its annual CHCP Strategic Plan.

9.4 The CHCP Committee is therefore asked to approve the West Dunbartonshire CHCP Rehabilitation Commissioning Strategy; and to commend the work of the CHCP staff involved in its development.

Keith Redpath

Director of the Community Health & Care Partnership

Date: 6.1.12

Person to Contact: Mr Soumen Sengupta
Head of Strategy, Planning and Health Improvement
West Dunbartonshire Community Health & Care
Partnership, Garshake Road, Dumbarton.
E-mail: soumen.sengupta@ggc.scot.nhs.uk
Telephone: 01389 737321

Appendix: WD CHCP Commissioning Strategy For Rehabilitation
Services: 2011 – 2021

Background Papers: Institute of Public Care (Oxford Brookes University)
(2007), adapted by SWIA in *Guide to strategic
commissioning: taking a closer look at strategic
commissioning in social work services*, Social Work
Inspection Agency, 2009.

*Changing Lives: Personalisation: A Shared
Understanding, Commissioning for Personalisation, A
Personalised Commissioning Approach to Support and
Care Services*, Scottish Government, 2009.

*Improving Social Work in Scotland: A Report on SWIA's
Performance Inspection Programme 2005-1009*, SWIA,
2010.

Scotland's public finances: Addressing the challenges,
Audit Scotland 2011.

*Co-ordinated, integrated and fit for purpose: A Delivery
Framework for Adult Rehabilitation in Scotland*, Scottish
Government 2010.

Re-shaping Care for Older People, Scottish Government,
2011.

Wards Affected: All