

WEST DUNBARTONSHIRE COUNCIL

Report by the Director of Community Health and Care Partnership

Community Health and Care Partnership Committee: 28th March 2011

**Subject: WD CHCP Commissioning Strategy For Older People's Services:
2012 – 2021**

1. Purpose

- 1.1 The purpose of this report is to outline the purpose of the attached CHCP Commissioning Strategy, and to ask the CHCP Committee to approve it.

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 is one of a suite of commissioning strategies that have been and 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. 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.

Older People's Services

3.5.1 The aim of this Commissioning Strategy is to project how the local provision of older people's services will need to be developed over the course of the next decade (i.e. to 2021) and provide a strategic framework for on-going activity to address changes in demand, development of policy, emergent best practice and available resources.

- 3.6 It reflects the requirements of Scottish Government as reinforced by the local priorities and concerns of West Dunbartonshire Council and NHS GGC - particularly in relation to the Older People's Change Fund – including reablement, dementia care, palliative care and support for carers. As Committee will recall, this strategy has a particularly important reciprocal relationship with the West Dunbartonshire CHCP Rehabilitation Services Commissioning Strategy (previously approved by Committee at its January 2012 meeting).
- 3.7 It has also benefited from comments and contributions from local stakeholders, most notably through a comprehensive consultation exercise previously endorsed by the Committee (at its December 2010 meeting). The findings of that comprehensive exercise (undertaken as part of the local Change Fund Year One Plan programme of work) are attached. A key insight that resonated across respondents was a recognition of the risks of focusing disproportionate attention on older people's specialist services as a "magic bullet" for addressing complex demands. A strong view was that many of the needs of older people should be addressed by "universal" community services – as these services should be responsive to the different requirements of all groups within local communities – rather than generating unrealistic and unsustainable demand for specialist provision. This reinforces the importance of this document being appreciated within the context of the whole suite of commissioning strategies in place and being developed by the CHCP.
- 3.8 This commissioning strategy sets out a framework of long-term action in relation to a number of key strands of activity:
- 3.8.1 Preventative and Anticipatory Care
This relates directly to improve delayed discharge performance, reduced length of stay in acute hospital settings, joint discharge planning processes, homecare discharge team and step down provision.
- 3.8.2 Proactive Care and Support at Home to Hospital
This will be achieved by increasing telecare provision; identifying early development of "at risk" registers using predictive model as a prelude to the development of anticipatory care; development of "step up" provision; and having integrated care packages for long term conditions within general practice.
- 3.8.3 Effective Care at Times of Transitions
This will be achieved by making effective use of augmented homecare; increased respite capacity; establishing joint care management protocols; plus individuals having timeous access to domiciliary rehabilitation and appropriate housing.
- 3.8.4 Hospital and Care Homes
The focus here is on the CHCP further expanding the use of the Liverpool Care Pathway, and delivery of training for care home staff on end of life care.
- 3.8.5 Co-production, Education and Training
This covers a range of developments including increasing self-directed care support and supported self care; development of social enterprise capacity (particularly in partnership with local older people's organisations and local

housing providers); delivery of joint training with third sector and independent sector partners; and development of dementia support with Alzheimer Scotland.

- 3.9 The issues and priorities set out within it are not unique to West Dunbartonshire and 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 older people's services. This work is already being co-ordinated within and driven through the CHCP local Older People's Change Fund Plan implementation arrangements.

4. People Implications

- 4.1 This 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 strategy will inform financial planning and procurement arrangements to ensure effective delivery within available resources.

6. Risk Analysis

- 6.1 This strategy is an important element to ensuring that the CHCP is able to provide services in a 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 both the importance and the technical complexities of strategic commissioning, alongside the heightened

challenges posed by a challenging financial climate coupled to changing demands and expectations.

- 9.2 Robust commissioning 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 the CHCP, supported by a positive history of good partnership working locally, provides a robust foundation for realising these ambitions going forward.
- 9.3 The recent Scottish Government announcement on new health and adult social care partnerships (as separately reported to CHCP Committee) noted their expectation that these revised arrangements would initially focus on improving older people's care. The CHCP will be well placed to meet this expectation having developed well-rounded strategic frameworks for action in relation to older people's services, as expressed in both the local Older People's Change Fund Plan and this Commissioning Strategy.
- 9.4 This commissioning strategy provides a framework through which the CHCP will drive further detailed work (both internally and increasingly with partners) as well as shaping 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.
- 9.5 The CHCP Committee is therefore asked to approve the West Dunbartonshire CHCP Older People's Services Commissioning Strategy; and to commend the work of the CHCP staff involved in its development.

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Appendix: WD CHCP Commissioning Strategy For Older People's
Services: 2012 – 2021
Older People's Strategy Consultation – Main Messages

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.
Improving Social Work in Scotland: A Report on SWIA's Performance Inspection Programme 2005-1009, SWIA, 2010.
Commissioning Social Care, Audit Scotland 2012.

Wards Affected: All