

West Dunbartonshire

Market Facilitation Consortium



September 2015

Introduction

The Health and Social Care Partnership (HSCP) cements together both NHS and local authority responsibilities for community-based health and social care services within a single, integrated structure.

We are expanding this partnership to establish a Market Facilitation Consortium model of market analysis across all of our health and social care services from across the statutory, independent and third sector to make the best use of the significant resources invested across our communities.

We aim to deliver better outcomes for those with long term conditions and those with multi-morbidities by improving preventative and anticipatory care and making best use of our community resources; measuring our impact with the national health and well-being indicators.

The approach provides third and independent sector partners access to the same information and data used within statutory services; providing opportunities for service delivery where there is an agreed and identifiable need for services based on demographic and neighbourhood analysis. Partners across sectors are then working in an innovative and collaborative approach which as a result is responsive, flexible and accountable to local people within their own localities.

Our Vision for West Dunbartonshire is to deliver high quality services that deliver safe, effective and efficient care to, and with, the communities of West Dunbartonshire through the establishment of a Market Facilitation Consortium

The Market Facilitation Consortium is grounded in the fundamental principles of ensuring a comprehensive partnership approach across all sectors providing health and social care services; a commitment to provide enhanced delivery of service to individuals and communities and a need to create diversity within the market place based on population needs.

The purpose of the Consortium is to

- Create, develop, maintain and grow high quality service delivery in and around West Dunbartonshire in order to service the needs of local people and communities; especially those who are most disadvantaged
- To create and deliver flexible and holistic service packages which are joined up and responsive to need and demand
- To augment provision through the ability of service providers to maximise resource efficiency and support the development of sustainable community capacity

A Consortium approach provides a robust framework for all partners; with clarity of roles, responsibilities, expectations and opportunities for each sector partner described within the context of market facilitation.

As such each of the consortium partners is responsible for the following:

1. An accountability for quality assurance
2. Financial management and fiscal responsibility of public monies
3. Evidence of market intelligence

4. Evidence of beneficiary impact across all sectors including commissioning third and independent sector services.

Whilst CVS Third Sector Interface and Scottish Care have a role to support market readiness within their sectors, ultimately the governance and accountability across all the sectors is housed within the statutory structure of the Health and Social Care Partnership and the identified Lead Commissioning Officer. Therefore the HSCP has a service delivery role as well as commissioning role which differs from any of the other partners within the Consortium.

The Consortium has a shared responsibility to ensure that all partners continue to deliver high quality and robust services across our localities and across all sectors within a strategic planning context.

Working Together within a Consortium approach

Working in partnership, we can deliver our commitment to high quality services whilst ensuring we are involving people in the planning and delivery of care and support; and we can deliver robust market analysis within an integrated commissioning and procurement approach across our partnership.

Partners within the third and independent sectors across West Dunbartonshire can become participants within the Health and Social Care Consortium; however there are specific rules of engagement across all sectors which form the basis of the Consortium and ensuring its success.



All Consortium Partners shall:

- Have an interest in, support for, and promotion of the Consortium approach and not merely supporting agendas or interests of particular organisations
- Contribute ideas for the further development of the Consortium
- Providing high quality, innovative services in collaboration with others and towards the delivery of the national Health and Social Care Outcomes.

All Consortium partners will:

- Have clear health and social care objectives whether delivering universal or specialist services; it is anticipated that in practice most partners will be regulated services, previously commissioned services and charities
- Be involved in delivering health and social care services, or aspiring to be involved in delivering services within West Dunbartonshire; existing providers will be asked to demonstrate their track record of providing high quality and robust services in the area.

The Health and Social Care Partnership Commissioning Officer will facilitate:

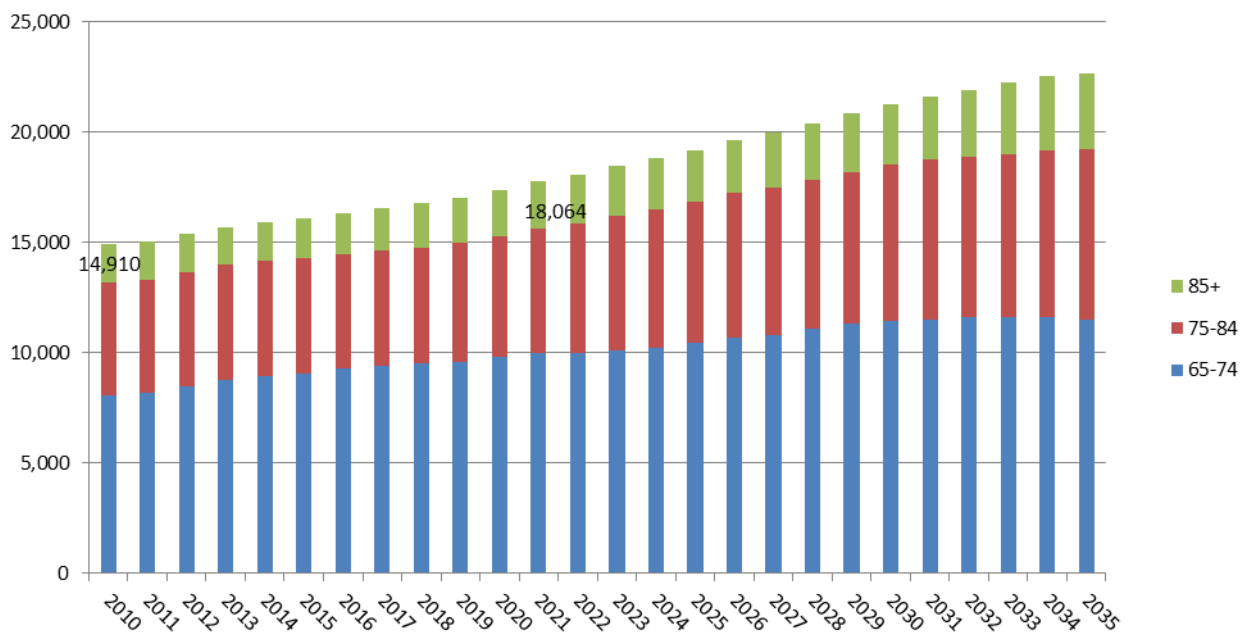
- Access to commissioning opportunities across all sectors
- Networking opportunities and shared learning with peers across all sectors
- Collective approaches to service planning, inspection preparation, performance management and demonstrating outcomes
- Support to facilitate the development of skills and capacity of organisations to operate in a complex commissioning and tendering environment.

All existing service providers will be invited to participate within the Consortium, through a series of road-shows and ongoing Consortium meetings hosted by the Lead Commissioning Officer and supported by the Third Sector Interface and Scottish Care. The current and ongoing quality assurance, fiscal responsibility and beneficiary roles of the HSCP, Scottish Care and Third Sector Interface will be folded into this process as part of the development of the market.

Our Population

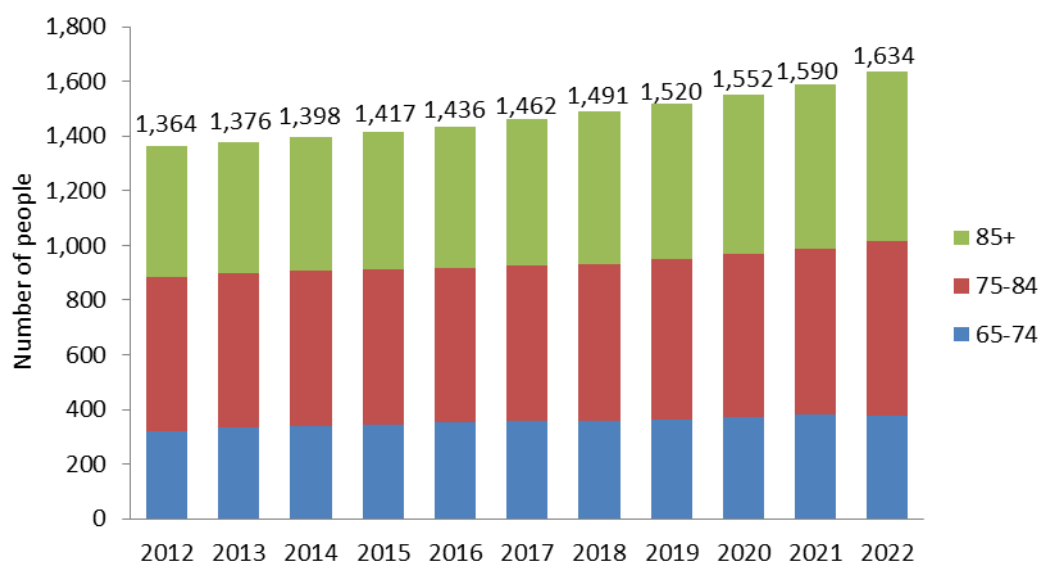
Based on prevalence data and service usage, it is likely that the current level of demand for services is going to increase over the coming years. Local analysis of IORN (Indicators of Relative Need) data has confirmed that as a consequence of the changing age profile of our population, we can anticipate a growth in service demand.

This is also going to be accompanied by further changes in the nature of the needs within the population, the types of demands that are expressed, the expectations concerning how best to meet them and the reduced finances available to resource them. The overall population of West Dunbartonshire is projected to decline steadily over the next 25 years, falling to only 83,061 by 2037. However the older people's population proportionately is set to rise as set out below: Population Projection by Age Band 2010-based, 2012-2035. If we do not change how we deliver our services the projected demographic impact makes the current delivery model unsustainable.

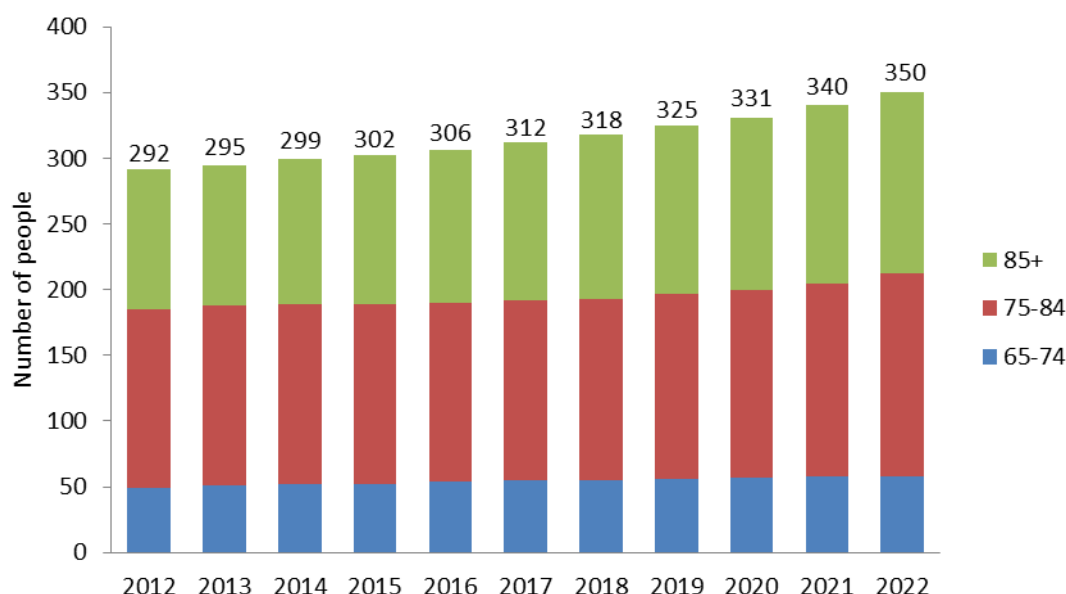


The Consortium will be required to understand current and future spend, within the roles described above, against the requirements of population and individual need within a commissioning model of market analysis and procurement of services.

For example, within the delivery of care at home services the demographics impact and trend analysis of care at home 2012-2022. There is a continuing rise in the number of people accessing care at home services



As above within Day Care, the projections 2012-2022 present a similar picture of an increasing number of people accessing day care services.

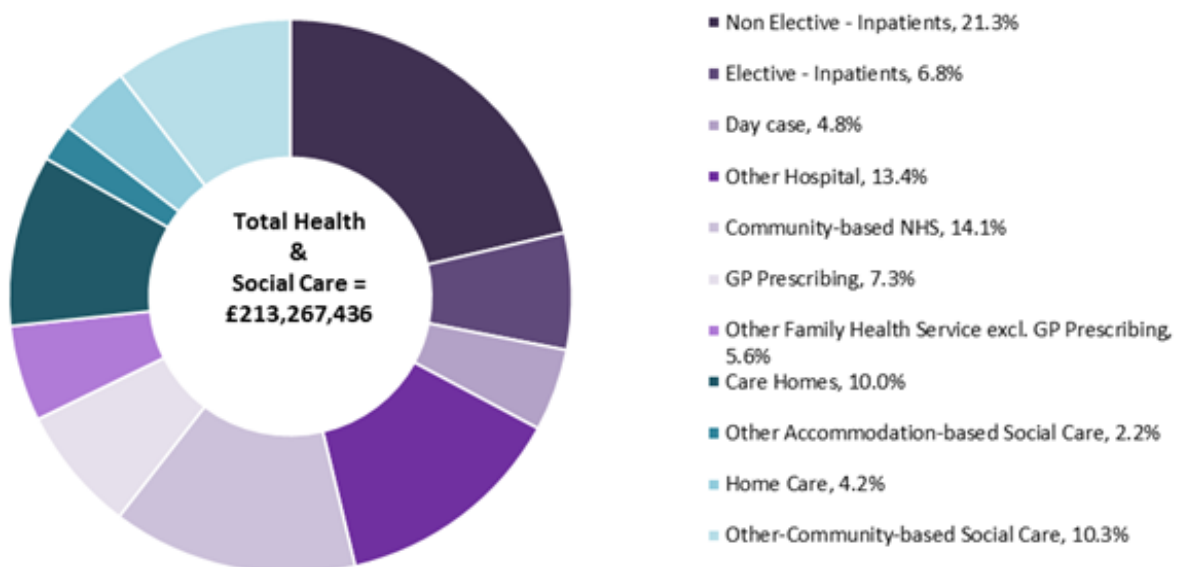


Resourcing the Consortium

With the new Health & Social Care Partnership comes a revised set of financial arrangements and joint resourcing between the Council and the NHSGGC Health Board as specified within the statutory integration scheme that both organisations have approved. The integration of health and social care has long been recognised as a tangible example of community planning in practice; the joint resourcing priority for the new HSCP will continue to deliver due diligence and to reassure the management and delivery of the new budgeting arrangements.

The figures below reflect all of our spend including that within the contracted third and independent sector however does include additional income that may be sourced to support wider community based initiatives for example Dementia Friendly West Dunbartonshire however initiatives that still impact on service delivery within and across all of our communities.

Our current total spend is £213,267, 436 across health and social care spend.



Next Steps; Market Facilitation – Consortium Development Activity

September 2015	<p>Using the Strategic Plan document as a guide, distil key messages and develop the proposed consortium model focussing on:</p> <ul style="list-style-type: none"> • Partnership and Consortium definition and status • Draft consortium purpose and key deliverables • Outcome focussed approach • Requirement for leverage and potential external contribution • Community benefit approaches • Levels of membership/ engagement across partners within the consortium
September – December 2015	<p>Recruit a sectoral focus group to further develop the model in a real world context, gaining agreement on key areas of consortium membership:</p> <ul style="list-style-type: none"> • Agree criteria for sectoral • Contractual framework • Procurement framework • Improvement areas • Gaps in service • Monitoring and Evaluation • Quality Assurance <p>3 – 4 facilitated sessions of around 12-15 key organisations spanning key current delivery partners (registered and commissioned)</p>
March 2016	<p>Finalise model documentation and develop broader market awareness session spanning current and potential consortium members.</p>

	<p>Agenda for the session:</p> <ul style="list-style-type: none"> • WD health and care profile • Challenges and opportunities • Consortium model – rationale and engagement opportunities • Facilitated table discussions/Q&A – cross sector • Proposal packs distributed to all present for Board consideration and sign up
October 2015	Recruit service users and carers to participate in focus groups to provide a broader market analysis and mirror and inform the universal providers approach.
January – March 2016	Consortium arrangements in place