

Plymouth

Approach to Integrating
Commissioning & Coordinating
Services for Adults with
Complex Needs

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CONTEXT:

- BCHA is the largest provider of supported accommodation in Plymouth, work closely with LA
- Commissioner and Provider perspective





Integrated system for population health and well being

One system, four commissioning strategies, one budget

- Putting citizens at the heart
- To achieve better outcomes by understanding what people really want
- Starting from an asset based approach
- Citizens, commissioners, providers and stakeholders actively work together
- Commissioning is co-designed, co-produced and co-evaluated



Why Complex needs?



Commissioning plan for support services for adults with complex needs

- A need for a 'Whole System' approach identified
- Services to be designed around the needs of people rather than a fragmented market built around the needs of the Commissioner and service.



Change in Commissioning Approach

PREVIOUSLY

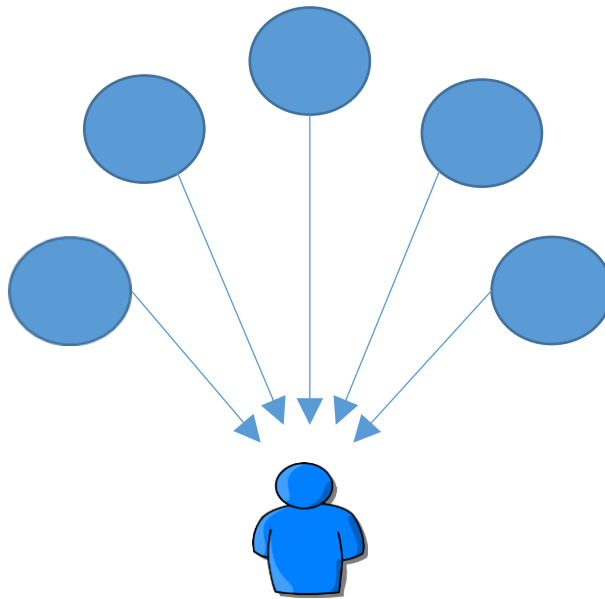
- Master / servant relationship
- Bureaucratic
- Over specified
- Focus on price
- Little consultation
- Silo Commissioning
- Silo Services

MOVING TOWARDS

- Partnership approach
- Joint commissioning
- Outcome based
- Extensive consultation
- Partnerships between
Commissioners, services, customers,
families and communities

Providers

PREVIOUSLY



- Customers 'done to'
- Disempowered
- Marginalised
- Silo working
- Repetitive



Providers

MOVING TOWARDS



- Customers views embedded in all planning
- Fully integrated delivery / whole system approach
- Shared policies/procedures, IT, risk management, common assessments
- Co-location
- Workforce developed
- Eradicate duplication, some services merge
- VCS & Statutory services engaged and essential to delivery



HOW?



- Synchronised contracts – April 2018
- System Optimisation Groups – one for each of the four commissioning strategies
- Open discussion – best for system, not for organisations
- Challenge thresholds, need for specialist worker, more responsive
- Creative Solutions Panel – Chaired by Adult Social Care
- Investment in System Leadership Training and upskilling generic support staff



Alliance Model

Traditional	Alliance
Separate contracts with each party	One contract, one performance network
Separate objectives for each party	Aligned objectives and shared risks
Performance individually judged	Success judged on overall performance
Commissioner is the co-ordinator	Shared co-ordination, collective accountability
Provision made for disputes	Based on trust and transparency
Contracts based on tight specification	Contract describes outcomes and relationships
Change not easily accommodated	Change and innovation in delivery are expected



Challenges

- Organisations adapting to change
- Personalities / relationships
- Understanding which services are in the scope
- Flexibility of larger organisations to adapt
- External influences i.e. Brexit, Austerity, Election
- Procurement regulation
- Time, co production much more collaborative than consultation



Successes

- Innovation
- Flexibility
- Shared Outcomes
- Accept failures / new ideas
- Senior representation at SOG / Alliance
- Health and Criminal Justice input
- Examples include specialist D & A workers and CPN based at hostel, End of life support
- Awards



BCHA response

Support services

- **Inspiring Change** - The implementation of Psychologically Informed Environments across our services
- **Place Based Approach** – Bringing together agencies and professionals to create systems of care rather than separate walled services
- **Strength Based Assessments** – Working with customers to plan goals and required interventions whilst identifying their existing assets
- **Positive Risk Taking Culture**



BCHA response

System change

- **Influencing** wider systems at all levels, frontline, strategic and regional policy level
- **Staff Development & Training**
- **Deeper Co-Production** – Involving customers in developing organisational culture and service delivery
- **Developing Peer Support** – Enhanced programme, including a comprehensive training for all levels





Useful Links:

<https://www.plymouth.gov.uk/sites/default/files/IntegratedCommissioningSystem.pdf>

<http://halliances.org.uk/what-is-an-alliance-contract/>

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