

Collaborating to deliver outcomes

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“Coming together is a beginning, staying together is progress, and working together is success.” —
Henry Ford

Objectives for presentation

1. To share views on system leadership behaviours for successful collaboration
2. How Commissioners are working with providers to move forward on:
 - a. Workforce Development
 - b. Quality Assurance
 - c. Market Development

1. System Leadership Behaviours



System Leadership Behaviours

- Assume good intent
- Cynicism is not leadership - create the belief WE can do better
- Remember change on this scale is not easy:
 - For you or anyone else – so be understanding
 - We all need to let off steam, but this does not mean we are resorting to old behaviours
- Communicate regularly and often, good and bad

System Leadership Behaviours

- Create permission to challenge bad behaviour
- Accept that people can change
 - Only you can change your behavior – deal with other's perceptions of you and your organization NOT your perceptions of yourself
- Live the ethos of system working or it will not be believed

Integrated working with Health

Key elements:

- Maximise integration in the system
- Commissioning joint contracts
- Joint posts
- Improved Better Care Fund

2a. Workforce Development



STP Workforce Strategy partners



Devon Partnership
NHS Trust



Northern Devon Healthcare
NHS Trust



Northern, Eastern and
Western Devon
Clinical Commissioning Group



University Hospitals
Plymouth
NHS Trust



Royal Devon and Exeter
NHS Foundation Trust



South Devon and Torbay
Clinical Commissioning Group



Torbay and South Devon
NHS Foundation Trust



South Western
Ambulance Service
NHS Foundation Trust



Care UK | Circa 160 GP practices | Devon Doctors
NHS England | Healthwatch (Devon, Plymouth and Torbay)
Virgin Care | Private, voluntary and independent sector

Proud to Care Devon

(part of STP Workforce Strategy)

Proud to Care
DEVON



- One brand for health and social care careers in Devon.
- To use the brand to recruit, retain and develop the existing health and social care workforce.

Proud to Care successes

- Joint advertising campaigns across all Devon STP organisations, funded by HEE.
- Targeted advertising campaigns. In 10 weeks, the latest campaign attracted 5,500 hits to domiciliary care jobs advertised on the [Proud to Care Devon](#) jobs board.
- Proud to Care SW across 16 local authorities.
- Proud to Care model being shared across UK, including London, Liverpool and Surrey.

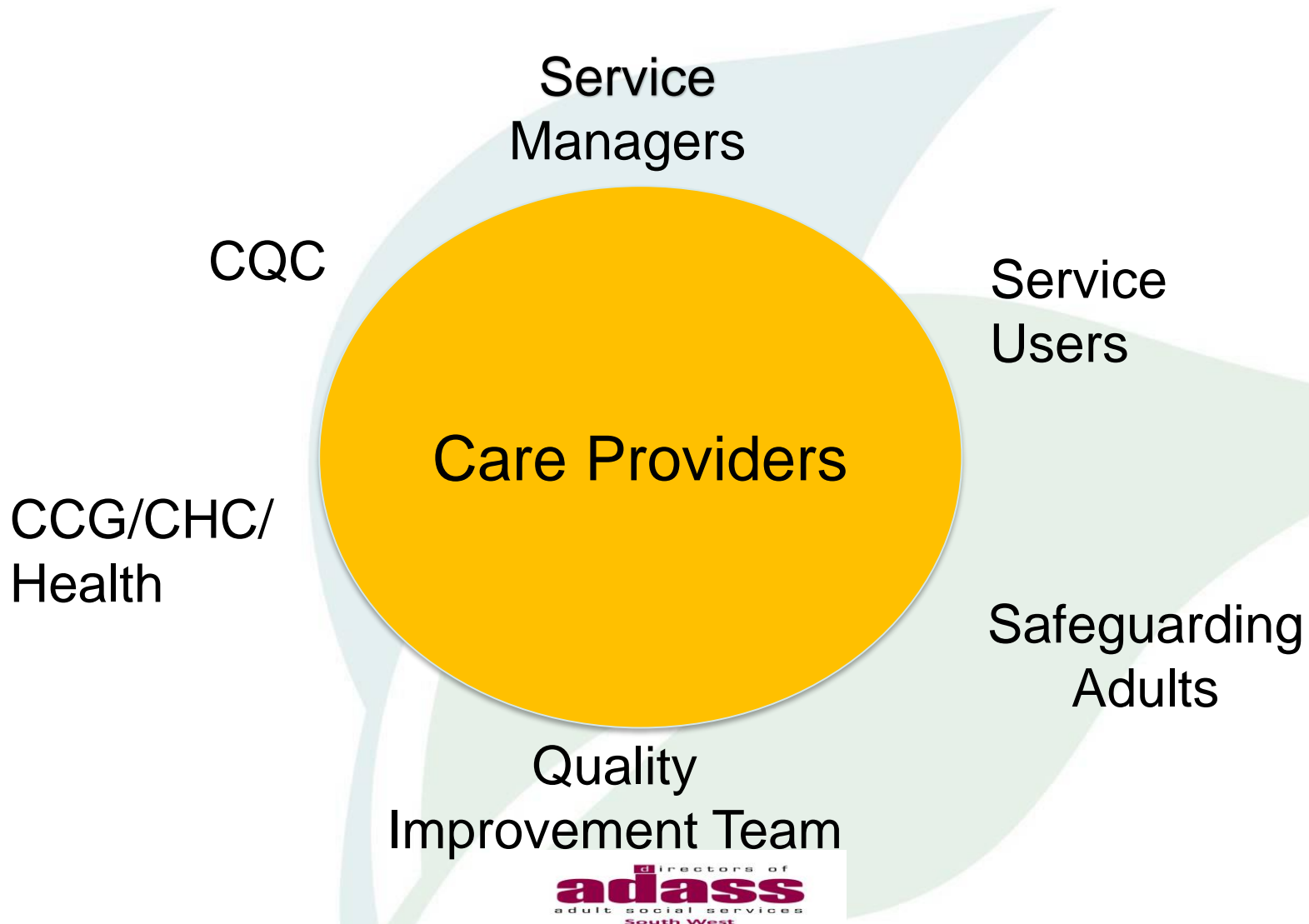
Proud to Care successes(2)

- Over 200 Proud to Care Ambassadors recruited to promote the sector at schools, colleges, university, job centres and apprenticeship events.
- Joint promotion of health and social care sector at events, such as National Apprenticeship Show SW and Devon County Show.
- Integrated apprenticeships across health and social care.
- Retention research and improvements e.g. care parking permits for health & care staff.

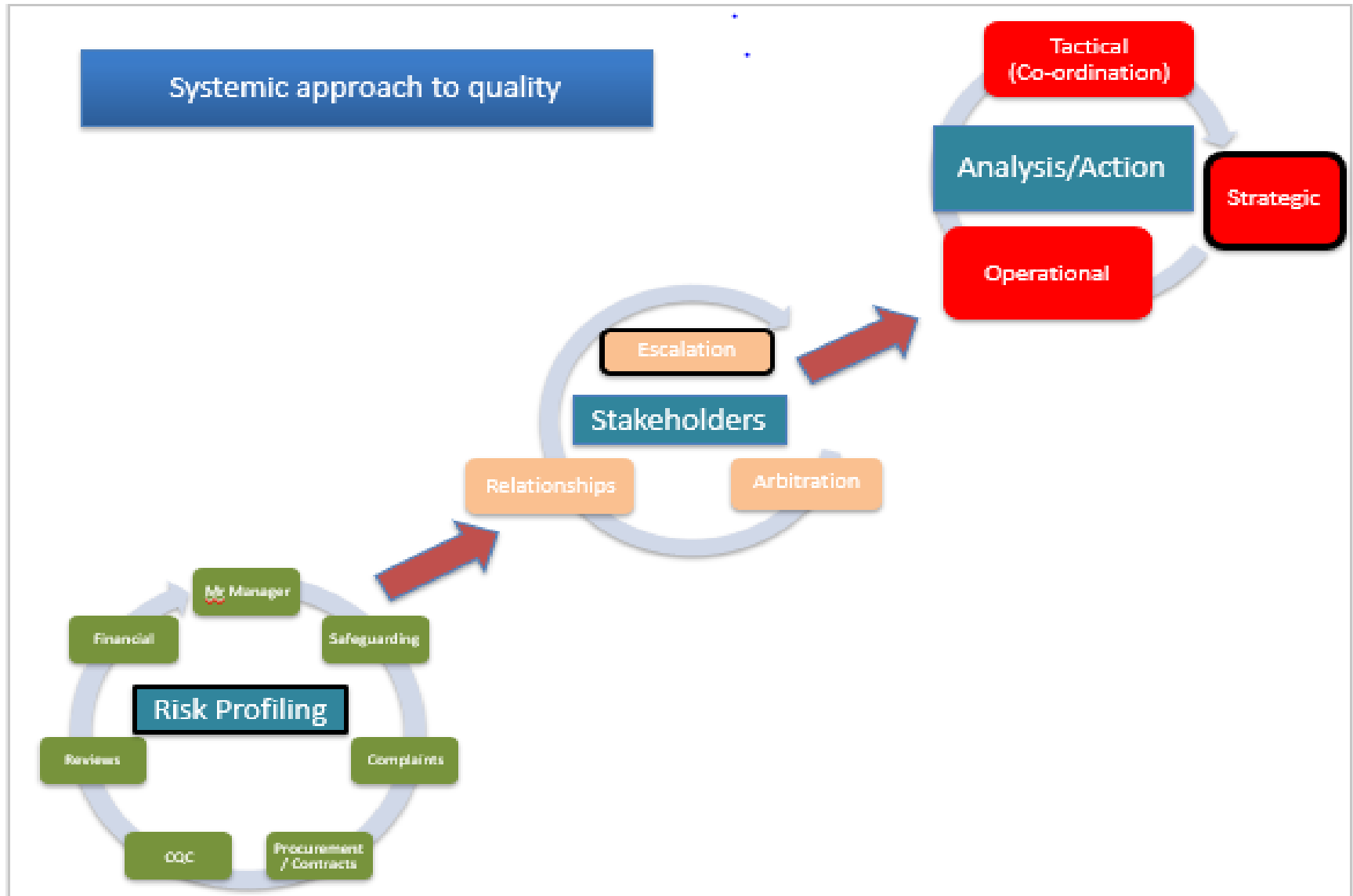
2b. Collaboration to improve quality of services



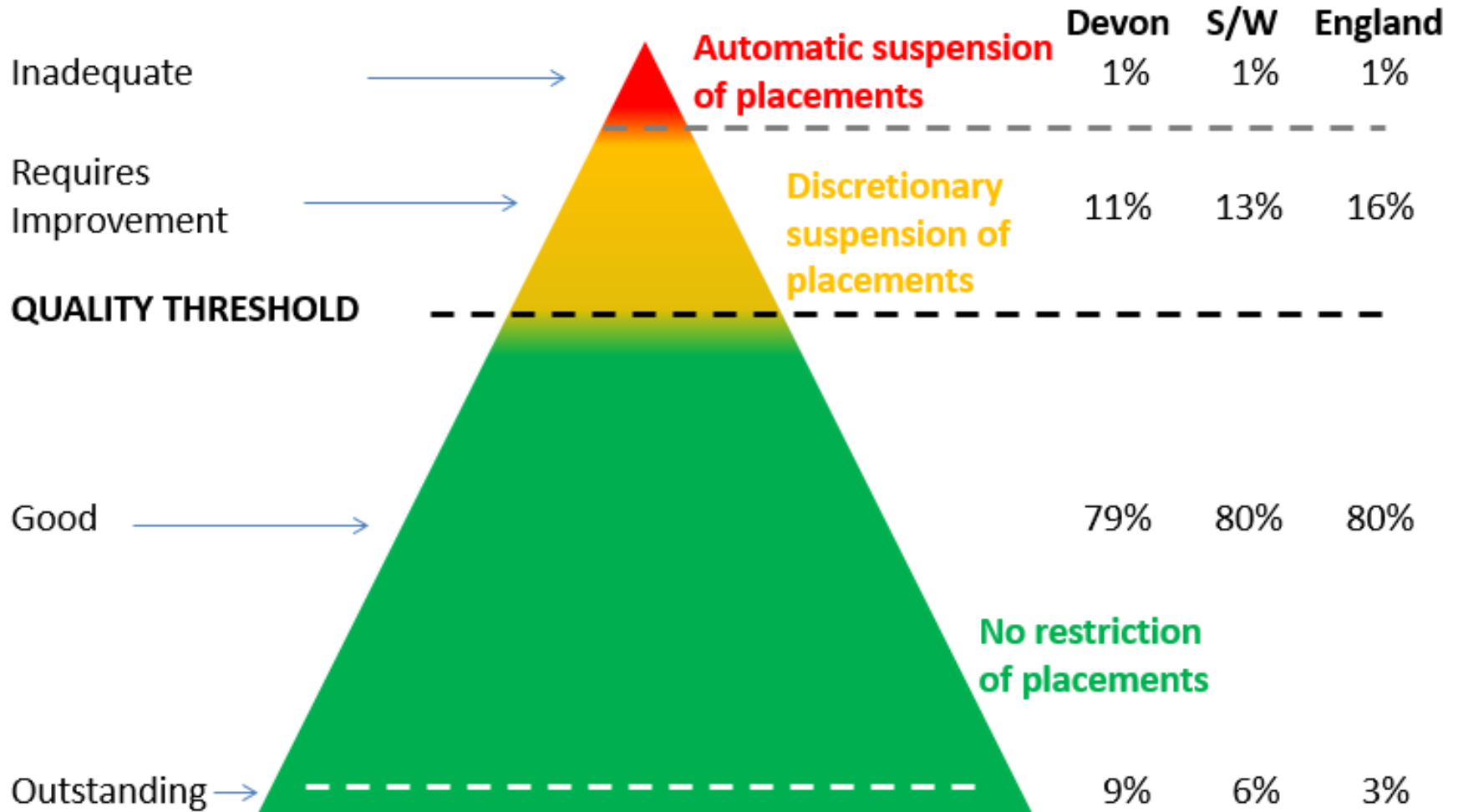
Partnership Working to improve quality



Quality Improvement



Devon Current Position / Quality Threshold



Collaborative features to improve quality

- Providers able to access information/advice and share best practice
- Quality standards & monitoring procedures in place
- Providers and Commissioners working together to tackle market sufficiency and market quality issues
- Commissioners need to be positive to provider challenge and respond appropriately

2c. Market Development



Market Development

- Need an effective strategic framework to understand the markets and providers
- Need strategic conversations at various levels, e.g. town based, sector level etc
- Need staff on the ground to build relationships with providers
- Have good quality data that informs contract management
- Information available to providers on current and future market

Questions to think about

Do you know who to speak to if you are thinking about developing a new service or reviewing your existing service ?

Do you know where you can get information about the market place ?

Market Position Statement

- Current service
- Analysis of need
- Analysis of supply
- What changes are needed in the future
- Look for opportunities for your service/organisation
- Helps identify need for change

Dorset MPS

- Pan Dorset, Poole & Bournemouth MPS. Dated 2015/16
- <https://ipc.brookes.ac.uk/market-position-statements/Pan-Dorset%20MPS%202015.pdf>
- Dorset CC hoping to publish new MPS by middle of 2019/20
- Dorset CC has provider newsletters, whole market quarterly engagement sessions and theme based provider forums

Example of how we have supported providers

- Leadership and management development focused on key issues from CQC and providers:
 - Operational strategy
 - Digital business and new technologies
 - Facilitating and managing change
 - Sales and marketing
 - Supporting workers with their mental health
 - Developing collaborative relationships/managing stakeholder relationships
 - Performance management strategies
 - Organisational quality assurance
 - Organisational culture/ethical management

Example Support (cont'd)

- ASC grants fund to stimulate “edge of care” outreach and prevention, increase sufficiency and encourage innovation
- Focused and intensive support

Example of Guaranteed Hours & Microzoning

- Incentivise providers to recruit and retain staff in key areas of high demand
- Mapping and analysis of data down to neighbourhood level to create demand profiles
- Target providers to specific areas and encourage co-operation to enhance efficiency

Questions to think about

How would you want to be supported in your business and in developing new services ?

What help do you need to innovate ?

Elements of good provider engagement

- Opportunities for providers to get involved locally
- Providers taking opportunities to lead or co-lead engagement
- New proposals worked on jointly
- Information available in numerous forms and communicated regularly

Questions to think about

How would you want to be engaged ?

Can you take a lead on engagement ?

Accredited Reviewer

- Providers of Adult Residential Care
- Delegation of review function to providers with the responsibility being owned by LA
- Benefits include more timely reviews, reduces duplication and promote joint working

Spectrum of commissioning

Time &
Task

Capitation/Place
Based
Commissioning



Political Engagement

- Invite local politicians in to see your organisation
- Build a rapport with politicians and help build their knowledge of the market

Summary

- Providers and Commissioners need to work together
- Need to try new things
- Look across whole system – Health & Social Care
- Commissioners can support and guide providers such as through MPS

Thank you for listening