

## Collaborative Commissioning Support

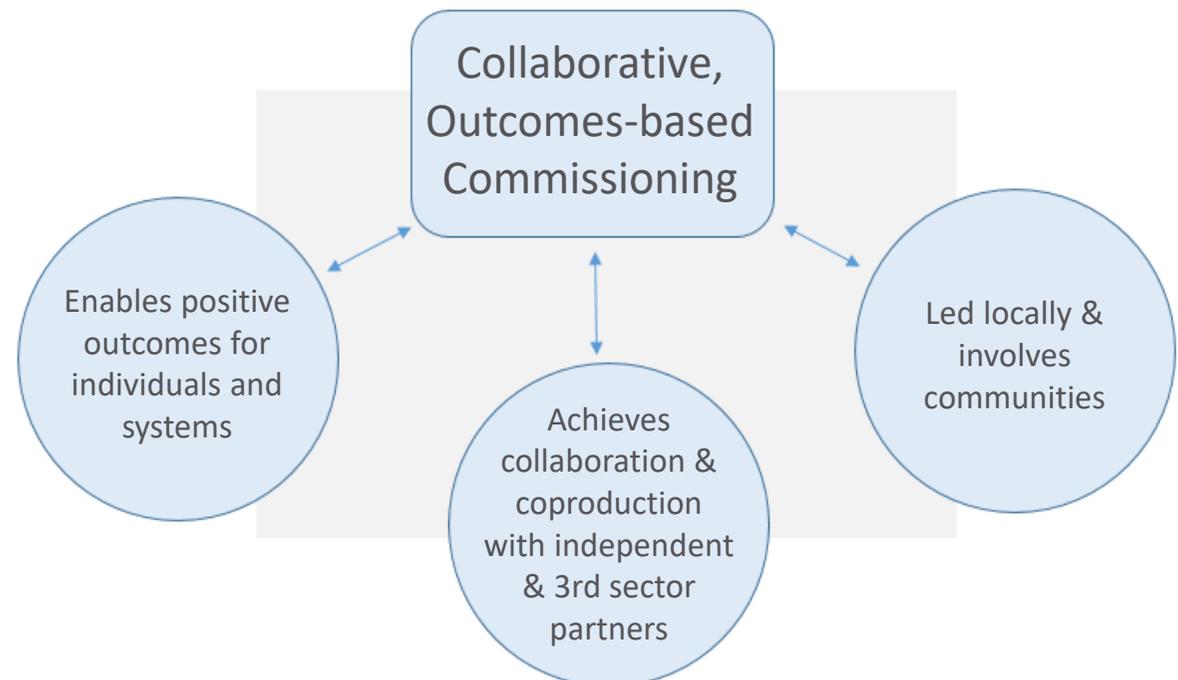
Case studies describing new ways of working and impact achieved through Improvement Hub (ihub) support

Collaborative, outcomes-based commissioning is being encouraged across Scotland to support integrated health and social care (see below). This summary highlights work to support commissioning practices in East Dunbartonshire, East Ayrshire, and Orkney.

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“The trust we have in people and in organisations comes, in part, from believing that they do care.”

- Stephen M.R. Covey, *The Speed of Trust: The one thing that changes everything* <sup>[1]</sup>



## Case study 1: East Ayrshire Health and Social Care Partnership

### Background

The East Ayrshire Health and Social Care Partnership (HSCP) has a strong culture of collaborative working with third and independent sector care providers, however demographic changes and an ageing population continue to increase the levels of multiple morbidity and chronic conditions.

### What was done?

An aim was established to co-design a market facilitation statement with third and independent sector partners (market facilitation statements summarise key requirements to meet current and future demand, and describe the necessary local services). This was termed a Partnership Provider Statement' (PPS) to keep the inclusive focus.

Four workshops were delivered between spring and winter 2019 to allow third and independent sector partners to co-design the PPS document. ihub facilitation focused on providing examples of partnership working, assisting all partners to contribute, and promoting reflection on the overall process. An interim meeting hosted by a third sector partner also helped maintain momentum and was considered important by participants. The HSCP used the [Good Practice Framework for Strategic Planning](#) to add further context to the PPS.

### Results and what next

Significant progress was made towards developing the PPS. Partners expect this document to provide valuable information for local providers and offer clear expectations for collaborative working. Group work during development workshops also promoted a collaborative approach to future service development.

## Case study 2: East Dunbartonshire Health and Social Care Partnership

### Background

East Dunbartonshire is an affluent local authority but specific challenges exist including social isolation. Service planning is complex, resulting from an influx of young families and older people retiring in the area, and a lack of third sector funding opportunities.

### What was done?

Two aims were developed: (A) To produce a commissioning plan and market facilitation statement; (B) To raise awareness of commissioning among staff and partners, and promote partnership working.

Staff from the ihub were involved in commissioning development discussions with the HSCP and local third sector partners. Sessions to raise awareness, discuss national drivers for change, and offer resources for better commissioning practices were held from 2018-2019, including as part of HSCP board development meetings, staff development meetings, and [third sector interface](#) (TSI) conferences and events.

### Results and what next

Partners experienced a better joint working culture and better understanding of local commissioning practices. The HSCP and third sector organisations agreed that further work was needed to continue the commissioning transition. They agreed to work together to develop a set of future actions and create provider forums as a way to shape commissioning development. Plans were made for additional ihub-led workshops in 2020 to reaffirm good commissioning practice and maintain momentum.

## Case study 3: Orkney Health and Care

### Background

Orkney's island-based geography and ageing population present challenges for maintaining staffing efficiency. Local stakeholders are already taking part in [Community Led Support](#) (CLS) in this area.

### What was done?

An aim was established to align commissioning activities with the CLS work already underway in Orkney.

The ihub and Orkney Health and Care jointly developed and delivered three workshops and an island visit over the course of three days in summer 2019. The ihub introduced and facilitated sessions, providing examples and concepts to frame discussions. Workshops addressed themes and concerns that were of interest to third sector partners in Orkney, including community participation and coproduction, regulation, and workforce development. The local TSI was able to make connections between partners ahead of time to ensure relevant stakeholders were aware of these sessions. ihub staff produced a summary report describing what was discussed along with further resources.

### Results and what next

Workshops helped partners to define current system-level challenges and to begin working together on solutions. More flexible approaches to workforce development are being considered including 'open badges' offered through the [Scottish Social Services Council](#)

## Support provided by the ihub to HSCPs followed the five steps below:

1

### Initial request

HSCPs requested support from the ihub early in the process of commissioning development. Often, the HSCP staff had previous experience working with the ihub.

2

### Fact-finding and contextualisation

ihub staff took time to learn about the commissioning practices and local context in each HSCP. Information was gathered from various sources including emails, video meetings, and papers.

3

### Developing ihub support

The support provided by the ihub was developed based on mutual dialogue between the ihub, HSCPs and their partners.

4

### support and commissioning activities

Support activities varied and included presentations, group work, and facilitated discussion. An emphasis was placed on hearing from different partner organisations involved in commissioning.

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### Reflection

Throughout the process of support, ihub staff, as well as HSCPs and partner organisations, reflected on ways to improve support provided.

## Key impact highlighted during the evaluation included:

### Initiation

ihub support improved prospects for the initiation of commissioning by:

- enhancing knowledge for partners, particularly those external to the HSCP
- independently supporting local partners and reducing feelings of “hierarchy”, and
- potentially engaging more local partners.

### Facilitation

ihub support helped to facilitate discussions by:

- creating a more neutral space for stakeholders to share ideas and question local processes
- offering additional evidence-based examples during meetings to prompt discussion, and
- tying conversation back to local aims.

### Momentum

ihub support helped provide momentum to the work by:

- creating summary reports and action plans
- promoting continuous collaboration and coproduction towards commissioning transition among all local partners.
- offering specific, ongoing support in targeted areas

### Co-design

ihub support helped to promote solutions that were co-designed with local stakeholders by:

- arranging and participating in workshops with HSCPs and independent or third sector partners
- sharing subject matter expertise between stakeholders

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“Questions are definitely being asked...about [whether] we do things a certain way just because they’ve always been done like that, and [whether that is] still the best way to do it or not”

– An HSCP staff member discussing an ihub-facilitated workshop



### Interested in learning more?

Find out more by visiting the ihub [Collaborative Communities Team](#) webpage. Additional information can be found from [East Dunbartonshire HSCP](#), [East Ayrshire HSCP](#), and [Orkney Health and Care](#).