

## **Scotland Excel**

**To: Joint Committee**

**On: 08 December 2017**

### **Report by Director Scotland Excel**

#### **Procurement of Social Care Services Update Report**

##### **1 Introduction**

This report provides an update on the expansion of Scotland Excel's social care procurement shared service.

##### **2 Background**

Scotland Excel has a proven track record of working with councils to deliver collaborative social care procurement frameworks, which increase fee transparency, reduce duplication, provide enhanced monitoring of care providers, and support the delivery of social care and workforce policy outcomes.

Scotland Excel has recognised however that social care reform is now urgent, particularly with the demographic challenges that the nation faces from its rapidly ageing population.

Thus, Scotland Excel approached the Scottish Government for financial investment to expand its social care procurement shared service. This funding has allowed Scotland Excel to commence an ambitious work programme that will ensure procurement plays its part in supporting the Scottish Government's flagship reform of health and social care.

The project aim is specifically to extend the benefits of collaborative procurement to two key areas of social care expenditure – Adult Supported Living and Care at Home. The project has several objectives:

- Adult supported living: To develop and roll out a national procurement strategy that increases transparency on fees and outcomes delivered to people accessing these services.
- Care at home: To explore the sustainability of current fee levels and the opportunity to standardise costs, support outcomes-based service delivery, and provide a centralised resource for monitoring the financial sustainability and workforce practices of providers.
- Expand the existing Scotland Excel Academy to deliver learning programmes to support Scottish Government legislation and guidance

- including Health and Social Care Integration, Procurement of Care and Support Guidance, and Self-directed Support.
- To deliver operational efficiencies through consideration of a national vacancy tool.

### **3 Project Update**

The Scotland Excel project team was recruited in May 2017. Since project inception, Scotland Excel has been heartened by the level of support it has received from health and social care partnerships and provider representative organisations.

An initial meeting with commissioners attracted representation from 24 health and social care partnerships. Following detailed market analysis and project scoping with commissioners, Scotland Excel has now established two working groups, one for Care at Home and one for Supported Living services. These working groups comprise both commissioner (11 & 10 HSCP representatives) and provider representation (6 providers in each working group).

Using a process called “Working Together for Change” both groups have spent time considering what’s working and more importantly what’s not working with the commissioning and procurement of these services.

Working together for change is a structured approach to engagement with people using services, commissioners and providers to review their experiences of procured services and determine their priorities for change. It is a systematic process for planning change with people, which provides powerful insights into what is working and not working, as well as their aspirations for the future. We are using this approach to ensure that co-production with people and families, commissioners and providers is at the heart of any future collaborative procurement strategy.

Using this WTfC process, we now better understand what project success might look like from different perspectives, how national procurement can help deliver that success, along with a clear understanding of how that success could be measured from the perspectives of Scotland Excel, the people who use the services, our partner providers and our local authority commissioning /procurement colleagues. A short summary of what that success looks like is attached.

#### **Project Benefits**

The benefits of the Scottish Procurement Model are well recognised including; improved governance, operational efficiencies, implementation of policies and supporting local economies. It is anticipated that these benefits will be delivered as a result of this project. It is also envisaged that the following benefits will be delivered:

- Creating transparency and consistency within the social care market through national procurement solutions which paves the way for commissioning strategies which deliver innovation and service improvements.

- Centralised monitoring of social care provider financial stability can support continuity of care and support for the people who use services through early intervention.
- A collaborative approach can help to standardise terms and conditions for social care employees and support positive workforce practices such as payment of the Living Wage and avoidance of zero hours' contracts.
- A national commissioning academy provides a trusted resource that enables practitioners to keep up-to-date with best practice, policy and legislation in a changing landscape.
- A national vacancy tool will improve the efficiency of practitioners by reducing time spent finding the right placement for the individual needs of the person using the service.

#### **4 Recommendations**

Members are asked to note the progress made regarding the Procurement of Social Care Services Project.



**What success looks like from different perspectives**

**For the people using the service**

- We receive flexible and responsive support
- We have consistency of support
- The people who support us are trained and qualified
- We feel happy with the service we receive
- We feel safe with the support we receive

**For Providers**

- We have security of contracts
- We have security of income
- We have clarity of what's wanted and how to deliver it
- We have a stable workforce
- We feel valued & trusted
- We are able to innovate
- We are trusted

**For Commissioners**

- We will meet peoples needs
- We will receive no complaints
- Our services will be affordable
- We will deliver Individual Service Funds
- We will have a clear strategic understanding and direction
- We will reduce the need for services

**For Scotland Excel**

- We deliver a national solution
- We will meet local requirements
- We will be used by partners
- We will set the standard for home care
- We will take account of demographics
- We will have a simplified process

**How we will deliver this success**

• We will listen to each other

• We will do what we hear

• We will have access to all SDS options

• We are willing to take risks

• We will have capacity

• We will receive recognition from Scottish Government

• We will engage with providers

• We will enable individuals and organisations to innovate and provide localised and personalised care & support.

• Increased choices for the people using the service

• We will evaluate and promote new and innovative ideas

• We will make use the Light touch regime

• We deliver a model which provides consistency

• We encourage service providers to deliver innovative solutions

• We will develop and co-ordinate evidence based intelligence about the different models of care and support at home

• We remove perceived barriers to National processes for smaller providers

**How we will measure it**

• The number of people supported at home who agree that they are supported to live as independently as possible

• The number of people receiving care & support who rate it as excellent or good

• Reduction in our turnover rate

• Complaints and compliments – are used to inform the teams about what is working and not working

• The number of people we enable to reduce their paid support as they develop confidence, competencies and social networks and gain more independence

• Number of compliments and complaints received

• Number of partnerships using Scotland Excel contract

• Number of Partnerships using new service providers that they may not have previously worked with

• Increase in number of Providers accessible via contract

• Increase in partnership approaches to service delivery