Vulnerable Adults

COMMISSIONING STRATEGY
2017 – 2019
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Introduction

North Lincolnshire has a strong vision and ambition for the area of aspiring people, inspiring places. Through effective commissioning we are ambitious for the people of North Lincolnshire. We embrace diversity, strive for equality, and seek to raise the aspirations of local people. We challenge ourselves and each other to get it right, to enhance quality of life for our individuals and communities, whilst encouraging economic growth and supporting our partners, existing and new businesses to meet the needs of our population.

Central to this vision is working with the voluntary and community sector to develop a culture of self-support, enabling people to help themselves.

Over the years, strong relationships have been built with partner agencies, providers, and our communities. The aim of this strategy is to ensure that we understand the needs of our population and continually place vulnerable adults and carers at the centre of everything that we do. Working together with partners, providers and our communities we continue to develop and design services that will achieve improved outcomes for the people of North Lincolnshire.

This Commissioning Strategy provides an outline of how the North Lincolnshire Council will develop the social care and support sector to achieve our shared vision for North Lincolnshire. It complements the Services to Adults Market Position Statement. The Market Position Statement provides the technical level of detail required by the private and voluntary sector to support their development plans. The combination of the two documents will ensure that the commissioning intentions converge with developments in the care and support provision to achieve positive outcomes for vulnerable adults and their carers in North Lincolnshire.

We will do this through a commissioning approach together with our partners, providers and our population, to create a well-developed market place which ensures sufficient and high quality provision across a range of sectors including private, voluntary and community. Our aim is to develop and deliver services that are designed around the needs of the people of North Lincolnshire that support choice, control and personalisation. We will deliver within available resources which are aligned to the people and areas in greatest need.

We are striving to ensure at every stage of the journey that vulnerable adults and carers:

• Feel safe and are safe
• Enjoy good health and emotional wellbeing
• Recognise and achieve their potential.

Together we aspire to deliver Excellence in Adult Social Care for the people of North Lincolnshire.
Our commissioning intentions

A key aim of the commissioning strategy is to facilitate the achievement of our priorities and outcomes set out in the Services to Adults Plan 2017-2020 through reshaping, creating and developing the right service, at the right time, in the right place in response to the changing population and changes in population needs.

Our strategic commissioning priorities are:

1. Building individual, family and community resilience – enabling independence
2. Enabling most adults and their families to help themselves and to stay independent within universal services
3. Transforming targeted services so that involvement in the lives of adults and their families is time-limited
4. Redefining specialist services
5. Developing a workforce that is fit for the future

Delivering our top level priorities over the next four years will see a shift towards enabling independence, with far more emphasis on people helping themselves through universal services and much less reliance on targeted and specialist services. At the heart of every commissioned service, whether it is a short term or a longer term is to support people to live well for longer, have choice and control, and be involved in their community as independently as possible. We want to make sure that everyone has equitable opportunities to live the best lives they can with the least restrictions; irrespective of their individual backgrounds or circumstances.

Our local commissioning plans and intentions are based on learning of what we know works, what the people who use our services tell us, what our providers and workforce say and what we know from our Joint Strategic Assessment (JSA). Our priorities are determined by our strategic plans, legislation, guidance and national drivers. This Commissioning Strategy will set out our core commissioning intentions for 2016-18. Our commissioning intentions are aligned to the five levels of need within the Organisation Model.
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<td><strong>Universal</strong></td>
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<tr>
<td>✓ Entitlements for adults and carers</td>
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<tr>
<td>✓ Online advice and guidance supports access</td>
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<tr>
<td>Develop and deliver our wellbeing offer across North Lincolnshire.</td>
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<tr>
<td>Embracing channel shift – supporting people to support themselves most of the time through online information, advice and guidance.</td>
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<td>Supporting community development that enables smaller providers and organisations to deliver sustainable services across North Lincolnshire.</td>
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<td>Develop a user led organisation to support people with navigating health and social care services and ensure people have access to independent financial advice.</td>
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<td>Extending opportunities for people to care for themselves including building on the range of informal community support solutions including befriending, peer support, time banking and practical support.</td>
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<td>Developing a range of inclusive support and activities that promote social inclusion and enable people to access social, community, learning and supported employment opportunities</td>
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<tr>
<td>✓ Supporting adults and carers to keep well and invest in their health and wellbeing</td>
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North Lincolnshire Council seeks to:

1. Work together with partners to develop our Care Networks and Accountable Care Partnership
2. Develop and work with services that enable people to be self-supporting and continue to develop preventative support/early help provision in our communities
3. Embed a whole life approach to supporting carers - commissioning and developing services that support individuals through transition into adulthood, supporting seamless sustainable, sufficient and high quality provision across all life stages
4. Develop and support inclusive employment opportunities for people with a range of needs including people on the autistic spectrum, people with learning disabilities, physical disabilities and mental health needs
5. Enable independent living choices including housing with support - supporting social inclusion and enabling people to live in their communities of choice and developing general housing provision and homes for life for example adapted housing
6. Develop flexible, innovative individualised wrap around support models including befriending, peer support, mentoring, personal assistants, incorporating developing personalised solutions for those with personal budgets
7. Work with providers to develop housing provision that supports and enables people with complex and specialist* needs to live at home
8. Commission sufficient high quality home support with particular focus on our rural communities, responsive 24/7 working, supporting discharge from hospital into communities, supporting those with specialist needs
9. Develop high quality specialist residential care for people with dementia and at end of life
10. “Build the right support” to meets the needs of people with a learning disability and/or autism as identified through the Transforming Care Partnership

*Specialist/complex refers to people with dementia, learning disabilities, physical disabilities, autistic spectrum, mental health needs
Sense of direction

**Strategic direction**

The key aim of the commissioning strategy is to facilitate the delivery of our priorities set out within the Services to Adults Plan 2017-2020. This Commissioning Strategy supports the achievement of the vision for the people we serve: “safe vulnerable adults, supported families and carers, transformed lives”. It sets out how commissioning can be used to deliver the priorities identified in the Services to Adults Plan and across the Adults Partnership. The strategy also supports the delivery of the Joint Health and Wellbeing Strategy and the Council Strategy.

The [North Lincolnshire Council Strategy](#) sets out a new vision and priorities for our area. Our vision is for North Lincolnshire to be an area with aspiring people and inspiring places. We strive to deliver excellent outcomes for the people and places of North Lincolnshire.

Our priorities guide the work of the council and ensure our contribution to achieving our vision of aspiring people, inspiring places. The five priorities form the foundations for how we operate in North Lincolnshire and positions commissioning as a key mechanism for change and to improve outcomes for individuals and communities.

The Council vision is to create:

![Inspiring people and places](image)

- **Aspiring people**
- **Inspiring places**

The vision delivered through our priorities:

- **Enable**
  - Communities to thrive and live active, healthy and fulfilled lives
- **Support**
  - Safeguard and protect the vulnerable
- **Shape**
  - The area into a more prosperous place to live, work, invest and play
- **Commission**
  - To improve outcomes for individuals and communities
- **Transform**
  - And refocus, ensuring we remain a dynamic and innovative council

Our priorities are underpinned by our values:

- **Accountable**
  - Deliver on the promises we make and take responsibility
- **Collaborative**
  - Work together to deliver the right outcomes
- **Transparent**
  - Open and honest in all that we do
Strategic action
This diagram illustrates how strategic commissioning will work towards improving outcomes for vulnerable adults and carers.

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<th>Vision</th>
<th>Safe vulnerable adults, supported families and carers, transformed lives</th>
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<tr>
<td></td>
<td>Vulnerable adults and their carers feel safe and are safe</td>
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<td></td>
<td>Vulnerable adults and their carers enjoy good health and wellbeing</td>
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<td>Vulnerable adults and their carers recognise and realise their potential for independence</td>
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<td>Enabling people to help themselves within universal services</td>
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<td>Enabling Wellbeing Hubs to offer targeted support</td>
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<td>Transforming services so that involvement in people’s lives is time-limited</td>
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<td>Redefining specialist services</td>
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<td>New type of workforce that is fit for the future</td>
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<td>Building individual, family and community capacity</td>
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<td>A new type of workforce</td>
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Operating Environment

Whilst our ambition, values and outcomes are consistent, the operating environment is constantly changing. Significant change is being driven nationally through legislation alongside emerging population pressures, all of which has to be delivered within the context of reducing financial resources. We have to adapt and transform to ensure that we have the maximum impact within the context of these changes. Whilst these are challenging times, there is considerable scope to be creative and to find new solutions that make the most difference for the most vulnerable in our community.

The expectation set out in the Council Strategy is that families and communities will be supported to become more independent. In the context of the Care Act 2014, this means that most people will help themselves by accessing universal services. Targeted support will enable individuals with additional needs to access their universal entitlements. This demonstrates our commitment to transforming lives through preventing and delaying need and in turn further reducing the reliance on specialist services.

Financial Operating Environment

The Council has made services to adults a priority within the budget setting process, however we are operating in an environment of increased demand, people living longer with long term conditions and higher expectations of value for money.

To maximise the impact of the financial resource available to improve outcomes for adults, we will seek to:

- Join services up to reduce overheads, increase efficiency and prevent duplication
- Retain high risk services that require specific control mechanisms as direct provision
- ‘Invest and save’ - transforming how we do business
- Manage or commission the delivery of high quality services
- Provide services as a ‘provider of choice’ operating at full cost recovery
- Commission with partners where it delivers better value for money.

How we do business to support vulnerable adults and carers

Our broad approaches for improving outcomes for vulnerable adults and their carers enable communities to thrive and live active and healthy lives. Whichever approach is used there is consistency to how we do business in North Lincolnshire that is born out of our culture, values, ethos and shared understanding. Our approach works at three headline levels illustrated below:

- Council Level
  - Enable
  - Support
  - Shape
  - Commission
  - Transform

- Services for adults and carers
  - Managing (directly providing services)
  - Commissioning (indirectly providing services)
  - Influencing (creating conditions for success)
  - Integrating (multi-agency services with partners)

- Place shaping
  - Enabling our communities
  - Health & Wellbeing Strategy
  - Healthy Lives, Healthy Futures
  - Care Networks
Commissioning in North Lincolnshire

Towards Excellence in Adult Social Care

Effective commissioning in North Lincolnshire is about reshaping, creating and developing the right service, at the right time, in the right place in response to the changing population and changes in population needs. Through commissioning we ensure that everyone has equitable opportunities to live the best lives they can with the least restrictions, irrespective of their individual backgrounds or circumstances.

To do this, we are committed to improving how services are commissioned to provide good value for money whilst retaining high standards of quality. As a commissioning authority, we will ensure our processes are consistent, fair, transparent and effective. With our partners, we will explore joint commissioning opportunities at a strategic and partnership level where it is deemed that improved outcomes and improved value for money can be achieved. We recognise we are more effective in improving outcomes by working together.

Locally we have agreed that our Organisational Model will provide the basis on which services can be organised on levels of need and enable integration. The model describes how adults, families and carers will access help at the earliest point and at the lowest level. By accessing their universal entitlements earlier, we can reduce the demand and requirements for specialist care. Where help is necessary to achieve independence, care should be delivered in a non-intrusive and timely manner to promote self-support.
Joint and collaborative commissioning

The Health and Wellbeing Board (HWBB) is responsible for encouraging joint commissioning and promoting integration across partners to improve outcomes and reduce inequality for the population of North Lincolnshire. The Board has a statutory responsibility for preparing the Joint Strategic Needs Assessment (JSNA) and Joint Health and Wellbeing Strategy.

The North Lincolnshire Strategic Commissioners Group has been established to:

• provide a strategic view of health, wellbeing and social care outcome and
• develop existing joint commissioning arrangements
• identify a joint commissioning plan based on agreed outcomes and shared priorities.

To effectively commission some of our services, North Lincolnshire council seeks to work jointly with North Lincolnshire Clinical Commissioning Group (NLCCG) and health and partners in other areas to jointly commission services. This can provide efficiencies through economies of scale or innovative new service models.

The location of North Lincolnshire with respect to council and health boundaries creates further opportunities for North Lincolnshire to jointly work with individual neighbouring authorities, the collective Humber councils and the greater Lincolnshire area. Partnerships with health also have numerous options for collaborative commissioning; these are often referred to as “Footprints”. North Lincolnshire continuously develop relationships with our partners to ensure that we deliver healthy lives and healthy futures, this means working within the best approach or Footprint when considering commissioning activity in order to meet local need.

The joint commissioning plan sets out the priorities that we will tackle through these partnerships. Our approach will be based on the best way to achieving positive outcomes and achieving value for money and will include; commissioning, transforming service delivery, direct provision, and capitalising on the role of the voluntary and community sector. In addition to the commissioning activity within this strategy, the following joint actions are planned:

Prevention and Early Intervention

• Review approaches to enabling healthy weight and prioritise prevention programmes and lifestyle/behaviour changes (including smoking)
• Development of a wellbeing service
• Commission/deliver social prescribing to improve outcomes in relation to healthy weight, diabetes, reducing isolation and self-management of long-term conditions
• Enable people with mental health needs and disabilities to have employment opportunities
• Re-commission independent living services (aids/adaptations)
• Re-commission carer support services to ensure carer needs are identified and supported, enabling them to continue their caring role in good health.

Urgent Care

• Introduce new models of care in order to reduce unnecessary A&E attendances and admissions
• Development of a care home action team which delivers;
  • proactive primary care support to care homes to ensure every resident has access to high quality regular primary care input, provides a rapid response to people in care homes who develop urgent care needs
  • provides support and training of care home staff to ensure staff have the appropriate level of skills and competencies and support care homes retain staff
• Continue to invest in hospital avoidance and home from hospital services
• Develop an integrated long term conditions pathway
• Develop a coordinated and integrated response to support proactive management of people who present to urgent care regularly to ensure these people are supported, reducing their need to call on urgent care services
The context of different footprints is dependent on the type of service, geographical delivery, service pathways and or partnership arrangements. A range of commissioning and partnership models are in development which may impact on local strategic planning and commissioning including:

- Commissioning services across local authority areas for example Northern Lincolnshire and Greater Lincolnshire footprints
- Developing Transforming Care Partnerships – North Lincolnshire, Doncaster, Rotherham and Sheffield
- Sustainability and Transformation Plans – Humber, Coast and Vale

**Care and Support**

- Out of Hospital Care: evaluation and redesign of Frail Elderly Assessment Service Team (FEAST) and Rapid Assessment Time Limited (RATL) services to maximise outcomes
- Develop the Single Point of Access to increase the proportion of people who are diverted to other services, including the diversion of appropriate people who present at A&E
- Maximise the use of alternatives to hospital admission including increased use of ambulatory care
- Through the Accountable Care Partnership we will focus on specific populations, e.g. care home residents, the most vulnerable in community, people with mental health needs
- Ensure sufficient choice through personal budgets and personal health budgets to enable individualised wrap around support – befriending, peer support, and personal assistants
- Enable people with behaviour that challenges to be supported in North Lincolnshire (Transforming Care Partnership)
- Develop an Extra Care development to provide Housing and Support solutions for people with dementia
- Developing a range of housing options for vulnerable adults focussing on people with mental health needs and people with learning disabilities
- Build on the expert patient programme
- Redesign substance misuse services, i.e. dual diagnosis pathways to improve access for people to ensure integrated response which meets the needs of the individual and their carers

**Humber Coast and Vale Sustainability and Transformation Plan**

The Humber Coast and Vale Sustainability and Transformation Plan (STP) is the first stage in a programme of work that was started in April 2016 by a partnership of local authorities, NHS commissioners and providers and other community based organisations. STPs are about making practical changes in the way we deliver services for people and communities.

The Humber Coast and Vale area covers six NHS Clinical Commissioning Groups and six local authority boundaries representing communities in Hull, East Riding, York, Scarborough and Ryedale, North Lincolnshire and North East Lincolnshire - we call this our planning footprint.

This scale creates opportunities to share resource in areas where we are currently stretched, providing a better service to people and a better experience for the staff who work within those services. Support services such as finance can also be shared to reduce costs and improve efficiency. Most of the things we do, however, will aim to deliver the best care we can locally, shaped around local need.

Our collective “footprint” vision is for everyone living in Humber Coast and Vale to start well, live well and age well and to do that, we must support everyone to manage their own care better, reduce dependence on hospitals and use our resources more efficiently so that we can all rely upon access to good, safe services into the future. Our vision for 2021 is a system that:

- Supports everyone to manage their care better
- Reduces dependence on hospitals
- Uses our resources more effectively

For more information on the STP please visit the North Lincolnshire CCG website.
Place shaping

Locally we recognise that more than half of the projected population growth will be accounted for by the growth amongst the older population in our market towns and villages. This brings about commissioning implications in terms of ensuring sufficient provision across the whole of North Lincolnshire and ensuring capacity in our most isolated areas. We note variations in life expectancy across the five localities in North Lincolnshire which provides an indication of differing levels of health and social care needs. Significant population growth in our urban areas brings different commissioning challenges where deprivation and ill health are important factors.

We are addressing this diversity of need by developing a community focused approach based on locality working where the key data on our care networks will be used in conjunction with local consultation to identify local solutions to local needs.

In embracing diversity and striving for equality, North Lincolnshire Council is committed to better understanding and commissioning for our diverse communities. The JSNA has reinforced a need to enhance local intelligence with respect to the specific health and social care support needs of people from minority ethnic groups and people with other protected characteristics.

North Lincolnshire Council will use the Cross Sector Provider Partnership and Buy4NorthernLincolnshire to inform the sector of the investment progress and any identified impacts.

The availability of suitable housing is essential to enable people to maintain their lives in the community. There is a need for integration and ensuring choice of care and support with health and housing related services.

Enabling our communities

The Council Strategy identifies our commitment to enabling communities to thrive and live active and healthy lives. We want to be a place with improved population health, with equality across health and wellbeing across all life stages. As part of our place shaping role, we will use commissioning as an approach to deliver the vision and outcomes identified in the Joint Health and Wellbeing Strategy and deliver our commitments identified in the Healthy Lives, Healthy Futures Strategy and Sustainability and Transformation Plan.

Joint Health and Wellbeing Strategy

Tackling the wider determinants that affect health and wellbeing is a responsibility for everyone. The Joint Health and Wellbeing Strategy (JHWS) provides the context and structure for how partners across North Lincolnshire can add value by working together differently. This includes collaboration between commissioning authorities, partners, providers and people in need of services. The focus is to improve outcomes for the population across all life stages - starting well, developing well, living and working well, ageing and retiring well and dying well.

The JHWS sets out a collective vision and principles that underpin commissioning for health and wellbeing in North Lincolnshire.

| Vision | “North Lincolnshire is a healthy place to live where everyone enjoys improved wellbeing and where inequalities are significantly reduced”.
| In North Lincolnshire we want to have quality services that: |
| • are acceptable, accessible, available and effective |
| • set priorities based on evidence of greatest need |
| • deliver value for money |
| • deliver outcomes based priorities |
| • maximise resources to achieve the greatest outcome |
| • are delivered in partnership by public, private and voluntary services |
| • support communities and individuals to have increased choice and control |
| • consider and address physical and mental health and well-being and the wider determinants of health through all policies, plans and service developments. |

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Our joint local vision for healthy lives, healthy futures in North Lincolnshire focuses on enabling local people to manage their own health and wellbeing more effectively and to engage with their communities to deliver solutions based on self-care and self-responsibilities.

This means developing social capital and supporting community capacity while enabling increased independence for vulnerable adults, carers and families. This strategy positions commissioning for vulnerable adults and their carers as a key element of place shaping in North Lincolnshire.

Together we are committed to:

• Commissioning a range of services and solutions that improve health and wellbeing outcomes for individuals and communities

• Transforming through strategic commissioning - working together to enable communities to thrive where North Lincolnshire is a place where individuals live active and healthy lives.

Care Networks – Integrating health and social care

North Lincolnshire Council is working with health partners to develop an Accountable Care Partnership to integrate health and some care and support services for local people. The focus has been care at home within communities centred around agreed GP populations, this is described as ‘Care Networks’. People will work together locally to improve health and wellbeing outcomes for the residents in their area.

The work of the Care Networks is tailored to meet the needs of the different areas and the particular local circumstances. By working in this way we can use all available health and Council resources to reduce the need for hospital admissions and support people to live in their own homes for longer. It is expected that this way of working will provide better value for money.

The care networks broadly divide North Lincolnshire into South, East and West as shown in this map.
Commissioning Developments

Better Care Fund – Frail and Frail Elderly

We recognise that rising life expectancy means that the “oldest old” is increasing faster in North Lincolnshire than nationally, and is projected to more than double in number between now and 2037. This has significant implications for health and social care, for whilst the majority of people will approach retirement age in relatively good health, advancing age brings increasing frailty, increasing reduced mobility and poor mental and physical health.

Reflecting the implications for the population particularly the frail and frail elderly, the Government announced the Better Care Fund in 2013. The Fund enables a transformation in integrated health and social care; it creates a single, shared budget which helps the Council and the NHS to work more closely together. The aim is to ensure that the wellbeing of individuals is the main focus of health and care services.

Following consultation with the Health and Wellbeing Board and consideration of their priorities, North Lincolnshire Council and the North Lincolnshire Clinical Commissioning Group identified four priorities for those who are frail and frail elderly:

• Reducing hospital admissions
• Reducing lengths of stay in hospital
• Reducing delayed transfers of care from hospital
• Reducing permanent moves into care homes.

The locally developed Better Care Fund schemes will result in a redesigned system built on the premise of right care, right service, right time and right place with wellbeing and prevention being at the heart of our plans.

Support from hospital to home

The Care Networks form part of the North Lincolnshire ‘out of hospital’ model aimed at moving activity that can be delivered close to home, and providing an integrated approach and response across health and social care to meet the needs of the individual. This approach builds on the integrated locality teams with a focus on supporting people closer to home where this is the best option to meet need.

People who would previously have been admitted to hospital will be supported within their community. There will be more people within the community with acute care needs receiving care through their front door. This will create closer and more frequent interactions between social care and support providers with community health staff.

It is recognised that people in care homes have more complex needs than those in the community. The care network model will allow these people to continue to be cared for in the home during acute illness with support from community health staff. The training and support requirements for care home staff are currently being considered to facilitate this.

Commissioning Opportunity

In order to achieve our ambitions, we are seeking to increase the availability and effectiveness of re-ablement services and improving the individual experience. This in turn should reduce avoidable hospital admissions and permanent admissions to residential and nursing care. This presents an opportunity for providers to diversify and develop a wider range of community solutions.
Care Home Action Team
North Lincolnshire CCG and North Lincolnshire Council, together with the Accountable Care Partnership are developing a new service model to improve the health and wellbeing of care home residents: the Care Home Action Team (CHAT).

The vision of CHAT is to improve the health and wellbeing of care home residents in North Lincolnshire through providing consistent care planning and joined up responses if a resident’s health or wellbeing is deteriorating. Through CHAT, we aim to bring together all relevant stakeholders in North Lincolnshire to agree a single plan of action to support the care home workforce to keep residents as safe and well as possible in the community.

Commissioning Opportunity
The CHAT model presents opportunities for care homes to retain nursing care status. The service model intends to support all care homes and in particular nursing homes to continue providing nursing care for older people with complex needs which is a key local commissioning priority.

Developing Specialist Residential Care in North Lincolnshire

Key messages
Local market analysis had identified that the current residential care market in North Lincolnshire meets current demand for those with non-specialist needs. There is an identified need to continuously deliver high quality services in relation to personalised care and for current providers to consider diversifying their current offer to create specialist provision.

Sense of direction
A key priority for 2017-18 is working with providers who are interested in developing high quality and value for money support and services in our communities including home and residential settings for people with complex and specialist needs.

Market profile
In North Lincolnshire there are:

- Average age of new admissions is 84.4
- 57 Care Homes
- 2182 care home placements
- 18% of placements are vacant
- Vacancies rise to 21% for older peoples care homes
- Outstanding 7%
- Good 60%
- Requires Improvement/Inadequate 28%

Changing times
While more people choose to live independently in their homes into older age, we anticipate that those living in residential care are likely to have increasingly complex conditions. Market analysis had identified that the current residential care market in North Lincolnshire meets current demand for those with non-specialist needs. There is an identified need to continuously deliver high quality services in relation to personalised care and for current providers to consider diversifying their current offer to create specialist provision. This includes services for people with complex needs with a particular focus on people with dementia and people at end of life.
Commissioning opportunity – development area

We invite conversations with existing residential care providers who wish to diversify their care offer with a focus on specialist need, offering support to people who choose to live closer to home in a high quality setting that meets their individual needs.

The key development areas for North Lincolnshire are:

• Care home providers may wish to consider the need for high quality specialist dementia and end of life care within their business development model.

• Care home providers with specialist skills may wish to consider developing specialist support within the community within their business development model.

Our offer

If you are planning on setting up a care home in North Lincolnshire or in diversifying your business model, we invite conversations to discuss your business model and opportunities in more detail.

CommissioningProcurementContracts
@northlincs.gov.uk

Developing Home Care in North Lincolnshire

Key messages

Market analysis had identified that there are opportunities for service providers to expand their operations into the rural areas of North Lincolnshire. There is also an identified need for unplanned care to be available at short notice on a 24/7 basis.

Sense of direction

A key priority for 2017-18 is to put in place a new procurement and contractual arrangement for home care provision. The current arrangement is being reviewed in order to enhance provision.

The Council is considering moving to a commissioning model where service providers focus their provision against particular categories of care.

The tender opportunity will be available on YORTender in 2017.

Market profile

| In North Lincolnshire there are: |
|------------------|------------------|
| 36 service providers on the current NLC contract | CQC Ratings |
| Supporting 900+ people | Good 83% |
| | Requires Improvement 6% |
| | 4 providers are yet to be inspected under new CQC Framework |

Changing times

As part of the home care review, the new service specification has been informed by the National Institute for Health and Care Excellence (NICE) guideline “Home care: delivering personal care and practical support to older people living in their own homes”. The guidelines are based on the best available evidence with recommendations put together by experts, people using services, carers and the public.

Services commissioned under new arrangements will promote people’s independence and to ensure safe and consistently high quality home care services.
**Commissioning opportunity – development area**

A key local priority is to commission sufficient high quality home support with particular focus on our rural communities, responsive 24/7 working, supporting discharge from hospital into communities, supporting those with specialist needs.

Market engagement and tendering opportunities for home support will be advertised on [www.yortender.co.uk](http://www.yortender.co.uk). Interested service providers should register on the website against category ‘85000000-9 - Health and social work services’ to receive automatic notification of any opportunities.

**Our offer**

We invite conversations with home care providers who wish to operate within North Lincolnshire in order to discuss your business model and opportunities in more detail.

CommissioningProcurementContracts@northlincs.gov.uk

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**Housing**

Overarching housing priorities for North Lincolnshire include meeting the varied and growing housing needs of all our communities so that everyone lives in a warm, safe home in a strong community. The aims are to:

- Support housing development where there is evidence of need
- Improve health and wellbeing by ensuring safe and healthy homes
- Preventing crisis and enabling independence
- Make our communities safer and stronger.

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**Our current market profile**

**In North Lincolnshire there are:**

- 16 registered social landlords
- 1 Extra Care Scheme
- 11,288 housing units
- 2,559 designated as supported housing

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**Commissioning opportunity**

In order to meet local needs, North Lincolnshire Council would like to work with providers to develop housing provision that supports and enable people with complex and specialist needs to live at home, in particular people with mental health needs, dementia and people with learning disabilities and /or autism that have mental health conditions or behaviour that challenges (Transforming Care).

Developers and providers are encouraged to review the [North Lincolnshire Housing Strategy](#) which sets out local priorities for improving housing and meeting housing needs.
Embedding health improvement

The Health and Social Care Act 2012 transferred a range of Public Health responsibilities from National Health Service to Local Authorities. The primary challenge is to improve health and wellbeing and to reduce health inequalities.

Health is affected, positively and negatively, by many factors which interact to produce different patterns of health across different communities. The wider determinants of health include education, employment, housing, income, social networks and the environments in which people live and work. These factors are strong predictors of health and wellbeing in their own right, but they can also impact on the lifestyle choices people make.

In North Lincolnshire we have seen the life expectancy rates improve. Healthy life expectancy rates have not kept pace. Some adults in North Lincolnshire will experience up to 19 years of poor health. Research has identified that up to 70% of the problems experienced by older people are not a consequence of the ageing process but a direct impact of lifestyle choices adopted during their earlier years.

There is also research that demonstrates that changing behaviour, adapting active lifestyles and being involved in our local communities can help to improve our physical, emotional and mental health and wellbeing. Encouragingly making changes to our behaviours and lifestyle choices at any time in life starts to have benefits for the individual.

Commissioning for health and wellbeing

In this context the Commissioning of Services for Vulnerable Adults wants to ensure that:

• Service users are given the opportunity to have their awareness raised about the impact of positive lifestyle changes
• Staff delivering services provide information, support and advice to help vulnerable adults, their families and carers to make healthy choices, live healthy lifestyles and reduce health inequalities
• Staff working with vulnerable adults, their families and carers provide information, support and advice to help them to maximise their health to reduce the healthy life expectancy gap between different communities
• Providers actively consider signing up to the Healthy Workplace Scheme to promote healthier working age to lay foundations for healthy older age.

Commissioning for health and wellbeing is clearly aligned to prevention isolation, connecting people and delivering the local wellbeing offer.
People

The changing age profile of the population of North Lincolnshire demonstrates increasing demand within the health and social care sector, signalling the need for transformation and different opportunities to meet need.

<table>
<thead>
<tr>
<th>Population profile</th>
<th>2016</th>
<th>2030</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population in North Lincolnshire</td>
<td>171,400</td>
<td>181,000</td>
<td>9,600</td>
<td>6%</td>
</tr>
<tr>
<td>People aged 16-64</td>
<td>100,800</td>
<td>98,200</td>
<td>-2,600</td>
<td>-3%</td>
</tr>
<tr>
<td>People aged 65+</td>
<td>35,200</td>
<td>47,400</td>
<td>12,200</td>
<td>35%</td>
</tr>
<tr>
<td>People aged 85+</td>
<td>4,600</td>
<td>8,200</td>
<td>3,600</td>
<td>78%</td>
</tr>
<tr>
<td>People 65+ with a learning disability</td>
<td>731</td>
<td>987</td>
<td>256</td>
<td>35%</td>
</tr>
<tr>
<td>People aged 18-64 with a learning disability</td>
<td>2,442</td>
<td>2,389</td>
<td>-53</td>
<td>-2%</td>
</tr>
<tr>
<td>People 65+ with some mobility problems</td>
<td>6,276</td>
<td>9,342</td>
<td>3,066</td>
<td>49%</td>
</tr>
<tr>
<td>People aged 18-64 predicted to have a serious physical disability</td>
<td>2562</td>
<td>2510</td>
<td>-52</td>
<td>-2%</td>
</tr>
<tr>
<td>People 65+ who are obese or morbidly obese</td>
<td>9,173</td>
<td>11,963</td>
<td>2,790</td>
<td>30%</td>
</tr>
<tr>
<td>People 65+ with longstanding health condition caused by heart attack</td>
<td>1,712</td>
<td>2,366</td>
<td>654</td>
<td>38%</td>
</tr>
<tr>
<td>People 65+ and with a longstanding health condition caused by a stroke</td>
<td>807</td>
<td>1,138</td>
<td>331</td>
<td>41%</td>
</tr>
<tr>
<td>People aged 18-64 predicted to have a common mental disorder</td>
<td>16,229</td>
<td>15,783</td>
<td>-446</td>
<td>-3%</td>
</tr>
<tr>
<td>People 75+ living alone</td>
<td>7,673</td>
<td>12,104</td>
<td>4,431</td>
<td>58%</td>
</tr>
<tr>
<td>People 65+ living with dementia</td>
<td>2,387</td>
<td>3,856</td>
<td>1,469</td>
<td>62%</td>
</tr>
<tr>
<td>People 65+ predicted to have depression</td>
<td>2,997</td>
<td>4,079</td>
<td>1,082</td>
<td>36%</td>
</tr>
</tbody>
</table>

Further details on population can be found at the North Lincolnshire Data Observatory and the North Lincolnshire Strategic Assessment.
The key changes in the population alongside developments in strategic direction, place and operating environment create the following areas for specific consideration:

<table>
<thead>
<tr>
<th>Area</th>
<th>Background</th>
<th>Commissioning considerations</th>
</tr>
</thead>
</table>
| **Carers** | • Carers are a valued part of the community and North Lincolnshire Council wishes to support carers with their role to enable them to continue caring for as long as they are willing and able continue to and have a life of their own outside of caring.  
• There are an estimated 18,161 carers in North Lincolnshire  
• Within North Lincolnshire we have an estimated 4,684 carers providing over 50 hours care per week and 2,381 carers providing between 20 – 49 hours of care. | • Deliver the All Age Carers Strategy  
• Commission all age carers support service  
• Support transition of young people into adulthood  
• Developing services that enable carers to access support and entitlements  
• Enabling carers to live active and healthy lives – ensuring opportunities that are appropriate to a carer’s individual needs |
| **Dementia** | • There are approximately 2,350 residents of North Lincolnshire living with dementia and numbers are predicted to rise to 3,904 by 2030, this is a 66% increase. Late onset dementia affects approximately 7% of the population aged over 65. The increasing numbers is driven by the rising population age  
• People with learning disabilities may experience a higher risk of dementia, in addition, people with Down’s syndrome have an increased genetic risk of developing early onset dementia.  
• 55% of people with dementia will have a mild form of the disease, 33% a moderate form, and 12% a severe form, with severity increasing with age as the condition progresses.  
• 46% of the people in care homes (over 65) have a diagnosis of dementia made by a registered medical practitioner. Nationally it is estimated that nearly two thirds of people with dementia live in the community and a third in care homes. | • Enabling safe independent living choices for people with dementia and their carers  
• Developing adapted housing, assistive technology and homes for life  
• Developing specialist residential care provision where people are not able to live at home  
• Ensuring sufficient home support and housing with support provision across North Lincolnshire  
• Developing extra care provision for people with dementia |
<table>
<thead>
<tr>
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<th>Background</th>
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</tr>
</thead>
</table>
| **Transforming Complex Care** | • The Winterbourne Concordat set out a vision for change where all parts of the system have a role to play in driving up standards for people with learning disabilities and/or autism that have mental health conditions or behaviour that challenges.  
• 46 people in North Lincolnshire aged 18-64 with a learning disability are predicted to display challenging behaviour, this figure is likely to remain static until 2020  
• A small number of adults with complex care needs are not currently having their needs met locally and/or in community settings  
See the specialist Complex Care Market Position Statement for further information. A refresh of the MPS is expected in 2017. | • Building the right support locally - recognising the complex and challenging behaviours and associated environmental/social considerations  
• Meeting the needs of people in their community of choice and in the least restrictive environment  
• Reducing the need for permanent hospital care  
• Working with providers to develop accommodation with support solutions  
• Enabling people to access universal and targeted services with the right support |
| **Mental Health** | • There are approximately 2,000 people of working age who are unable to work and who are claiming incapacity benefits in North Lincolnshire as a result of mental ill health.  
• An estimated 16,229 18-64 year olds experience common mental health disorders in North Lincolnshire.  
• Depression is also estimated to affect 934 of our populations over 65 year olds in a severe form.  
• There are estimated to be 480 adults and 70-140 older people in North Lincolnshire with schizophrenia.  
• 75% of mental health problems emerge by the age of 24 | • Enabling opportunities for people to access education, employment and meaningful activities  
• Meeting holistic needs to enable individuals to be an active participant in their community – welfare rights, advocacy, housing related support, social and leisure opportunities  
• Developing housing models for those with specialist need – enabling individuals to live in communities of choice  
• Developing alternatives to residential care including supported accommodation and cluster living models  
• Priority – supporting positive emotional health and wellbeing for all through a focus on:  
  - early intervention and prevention across all life stages  
  - addressing the wider determinants of health and wellbeing to support good emotional health  
  - providing earliest help and support for those who are the most vulnerable |
<table>
<thead>
<tr>
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<th>Commissioning considerations</th>
</tr>
</thead>
</table>
| Burden of Disease | • Poor health impacts on life expectancy and quality of life and often creates a need for health and social care support.  
• Local demographic pressures will increase the number of people experiencing poor health and associated impact on wider health and wellbeing.  
• There is a direct correlation to poor health and deprivation, with people living in the highest 20% areas of deprivation being up to 2.5 time more likely to be admitted to hospital on an emergency basis than people living in the 20% lowest deprived area.  
• There are known behaviours that significantly increase the risk of poor health.  
• The early identification of potential a health problem leading to management of the condition can significantly reduce the impact.  
• Healthy life expectancy has not improved as fast as life expectancy, which means that people can expect to live longer in poorer health. In 2013, the average resident of North Lincolnshire could expect to live 62.5 years in good health, with men spending on average a further 16 years in poorer health and women 19 years. | • Enabling people to self-manage their health and wellbeing in the community  
• Preventing the burden of disease through positive health improvement behaviours – making every contact count and raising awareness of lifestyles choices and behaviours  
• Embedding channel shift – enabling people to access information, advice and guidance to meet their individual needs  
• Promote and expand access to/uptake of health and wellbeing checks  
• Person centred commissioning aligned to individual needs not diagnosis  
• Ensure mental health and emotional wellbeing is embedded within all services |
| Dying Well | • Life expectancy at birth is currently 78.5 years for males and 82.8 years for females in North Lincolnshire.  
• The gap in life expectancy between men and women continues to narrow and currently stands at 4.5 years. By 2020 it is projected that life expectancy at birth will be 81 years for men and 85 years for women.  
• The major drivers of increased life expectancy are the reduction in premature deaths from coronary heart disease and stroke amongst middle aged men. In North Lincolnshire, early deaths from these two major killer diseases have fallen faster than they have nationally and are at their lowest level for 20 years.  
• Early deaths from cancer have risen slightly, although they remain above the national average for men, driven by higher than average rates of lung cancer in North Lincolnshire. However the overall trend is downward.  
• Deaths from smoking related diseases, such as lung cancer and chronic lung disease, remain above the national average and are rising amongst local women.  
• Unplanned hospital admission rates amongst adults and older people with acute and chronic conditions are higher than the average and rising.  
• An increasing number of older people in North Lincolnshire are being cared for at end of life at home (including in care and nursing homes). | • Develop services that enable carers to be self-supporting  
• Embedding the preventative measures to reduce avoidable conditions.  
• Ensure people are supported to move to their home from a hospital setting  
• Enabling carers to be more independent and live ordinary lives  
• Achieve consistency in end of life pathways enabling people to have choice, comfort, dignity and control |
Citizen Engagement

An important part of every aspect of the commissioning process is to engage with the citizens of North Lincolnshire. Listening and responding to the views and opinions of people who use services, or may in the future, their families, friends and or representatives. Actively involving individuals and communities as well as providing feedback is essential to ensuring service(s) meet local need. Evidence has shown that when people are genuinely involved in decisions that affect their lives, there is an increased chance of success.

Throughout our commissioning activity we are committed to inclusivity in relation to process and outcomes, this includes embedding coproduction in our practice at an individual, service and strategic level. Coproduction is at the centre of our activity to shape change:
**How we listen**

We aim to inform/communicate, consult and involve local people in all that we do. To enable engagement at every level we:

- Ensure communications are fit for purpose and cover a range of mechanisms to meet different needs
- Make trusted sources of information available and accessible so people can ‘self-help’

- Engagement groups have representative from the wider population
- Staff are trained in the right skills to speak and listen to people
- Promote our engagement principles with partners and other service providers.

The following diagram demonstrates the range of engagement activity that may be undertaken within the commissioning cycle.

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**Experts by Experience**

The Vulnerable Adult Strategy outlines our commitment to recognising the people who use our services are ‘experts’ in their own lives and their contribution to how we design and deliver our services is key. We have therefore recruited a number of ‘Experts by Experience’. An Expert by Experience is someone who has experience of using health and care services or is, or has been, a carer of someone who has needs.

Experts by Experience carry out mystery shopping exercises, review our documents, sit on interview panels, help us with projects and are involved in commissioning processes. They also work as ‘Quality Ambassadors’ by gathering peoples’ views on the support they are provided when they are living in care homes or receiving care in their own home.

This information helps us to understand where we are doing well and where services need improvement. Over the coming year we plan to recruit and train more people to help us in this way.
We asked, you said, we did...

Customer views form a central part of our commissioning practice and the measure of the outcomes achieved. Through consultation we have developed a series of statements that we use to measure our success and want all vulnerable adults, service users and carers to say about their lives and the services they receive:

- I am supported to maintain my independence for as long as possible
- I understand how care and support works and what my entitlements and responsibilities are
- I am happy with the quality of my care and support
- I know that the person giving me care and support will treat me with dignity and respect
- I am in control of my care and support
- We listened to them and understood what they needed
- We treated them respectfully and explained things clearly
- We acted quickly to provide what they needed
- We provided support and services that made thing better for them
- They were happy with the way we treated them

The council seeks to encourage all providers of health and social care to work to ensure that all vulnerable adults and carers within North Lincolnshire would describe their experience using these statements.

Examples of local people influencing specific commissioning activities are shown below:

**All age commissioning for carers**

**We asked**
- What are carers’ top support priorities for a carers service?

**You said – top priorities**
- Advice & Information
- Short breaks
- Early Help
- Support for Carers (attending support & Social Groups)

**We did**
- Priorities have informed the commissioning process, service design and have influenced the content of a new service specification.

**Community Solutions**

**We asked**
- Do you need support services that are available for up to seven days a week?
- Do you need regular planned support?
- Do you want services that can help you to access activities in your area?
- Do you have someone who could respond in an emergency?
- Would you be interested in supporting other people to join in or share their skills?

**You said**
- Would like more than 1 visit a week
- Poor mobility can prevent access activities
- Would just like someone to talk to
- Support should be flexible
- Getting there can be a barrier to attending

**We did**
- Council deliver a Community Responder Service.
- 24 hours/7 days per week
- Community focussed services that work to reduce social isolation.
- Support for people to develop their local community to reduce mobility barriers and dependency on services.
Home Support

We asked
• What would be helpful to do more of?
• What would be helpful to do less of?
• It would be even better if we did?
• Is there anything else you want to tell us?

You said
Good homecare is...
• Knowing who will be visiting and when
• A phone call if support workers are going to be late
• A small consistent care team
• Not rushing between home visits
• Dignity, respect and empathy for the service user and their carer.

We did
This information has...
• shaped the development of the model of delivery
• directly impacted on the content of the new service specification
• been included in the guiding principles that provide clear quality statements for home support agencies
Commissioning for better outcomes

Commissioning principles

Think Local Act Personal (TLAP) (2011) identifies that Local Authorities have responsibility for commissioning for outcomes, this means leading market shaping and the delivery of a range of activities which stimulate the local market to produce innovative and sustainable solutions; this is further reinforced by the Care Act (2014). This is achieved through a set of core principles that underpin our commissioning intentions, transformation and support strategic and individual outcomes.

Person centred and outcome focused

- Wellbeing is at the heart of care and support - the ‘wellbeing principle’
- All commissioned services are outcome focused and place vulnerable adults and family carers at the centre
- Individuals, families and communities are empowered to be more resilient and self-supporting at a universal, targeted and specialist level
- People can get the information and advice they need to make good decisions about care and support
- Services support self-care and help people help themselves
- We meet assessed need for those requiring support at a targeted and specialist level.

Promotes a diverse and sustainable market

- People of North Lincolnshire have a range of high-quality care providers from which to choose.
- Work in partnership to enhance diversity and quality in provision of services, promoting the efficient and effective operation of a market in services for meeting care and support needs
- Commissioning focuses on quality and value for money, so that more can be achieved with the resources we have available and does not compromise future budgets
- Commissioning supports development our community wellbeing offer
- Commissioned services are accessible, acceptable and available, investing in early help at the earliest point
- People can access a range of services that prevent their care needs from becoming more serious, or delay the impact of their needs
- Our workforce is competent and confident working with individuals across all levels and complexity of need.

Inclusive

- We involve the right people in commissioning at the right time in the right place
- Co-production is at the centre of all that we do - Nothing about you without you
- We value the input, skills and capabilities of communities, the workforce, partners, providers and communities in our commissioning activity
- We work collaboratively, developing relationships between partners, other council services, commissioning agencies, service providers, communities and individuals
- Commissioned services provide equal parity for people with mental health needs
- Supporting people to live locally with vulnerable adults are supported to live in the least restrictive environment
- Recognising and valuing diversity across North Lincolnshire
- Working together to reduce the stigma of mental health
- Commissioning for outcomes within an all age/all family approach
- Serves across all levels of need to create environments that enable participation within communities and enhance quality of life.

Well led

- We invite and welcome constructive challenge; we are transparent with our commissioning processes
- We continuously evaluate and measure how we are doing in serving the people of North Lincolnshire
- We commission for excellence, have high standards and operate on principles of what works and what people tell us
- We work within the principles of intelligent commissioning, we understand need, demand, supply, resources and the local market
- We work within a whole systems approach to enhance social inclusion, reduce avoidable hospital admissions and delay/reduce the need for long term care
- Engagement and safeguarding is embedded throughout the commissioning cycle, considering the needs of people who use services to maximise opportunities to participate in a safe environment
- We embed health improvement across all levels of need making every contact count.
Commissioning practice standards

This Commissioning Strategy is underpinned by overarching standards that ensure effective high quality commissioning. To effectively commission for better outcomes we work within the following commissioning practice standards:

- **Person centred and outcome focused**
  - Person centred and focused on outcomes
  - Promotes health and wellbeing for all
  - Delivers social value

- **Promotes a diverse & Sustainable market**
  - Ensure diversity, sustainability and quality of the market
  - Provides value for money
  - Develops the commissioning and provider workforce

- **Inclusive**
  - Coproduced with people and their communities
  - Promotes positive engagement with providers
  - Promotes equality

- **Well led**
  - Well led by North Lincolnshire Council
  - Demonstrates a whole system approach
  - Evidence based

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**Commissioning process**

- Safe
- Supported
- Transformed

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29
Commissioning into action

Commissioning headlines

Vulnerable adults and carers are at the centre of our commissioning intentions. Through our commissioning intentions, we strive to ensure that North Lincolnshire is a place with safe vulnerable adults, supported families and carers, and transformed lives.

The commissioning intentions are delivered through four headline actions:

• Commissioning activity
• Market shaping
• Workforce commissioning
• Embedding safeguarding.

Commissioning into action...
Commissioning activity

Within the ‘Statement of Intent - One Council Commissioning’, North Lincolnshire Council set out an ‘Analyse Plan Do Review’ methodology to drive the commissioning process. The four stages of the commissioning cycle are demonstrated in the diagram below.
Market Shaping

Our market shaping approach

We are committed to working together to support the best possible outcomes for local people. In order to ensure that “there is diverse, appropriate and affordable provision available to meet needs and deliver effective outcomes both now and in the future”, North Lincolnshire Council wants to work together with providers, people who use services and carers to understand and develop the whole market place.

Our vision in North Lincolnshire is for a vibrant and responsive place that achieves positive outcomes for people in our communities. People who use services across all levels of need should be able to access a:

- Market that reflects the diversity of local needs and promotes quality and choice
- Variety of providers and different types of services – choice of service type not just selection of providers offering similar services
- Mixed economy of local provision including the community and voluntary sector

The right support, at the right time, in the right place, delivered by the right people

North Lincolnshire has a history of successful market shaping and development. By working together differently North Lincolnshire Council and our partners want to make sure that vulnerable adults can choose from a range of support options and solutions now and into the future. A key aim of this commissioning strategy is to continue to ensure a sufficient high quality, mixed economy of service provision, shaping and influencing the market to meet demand and identified outcomes.

Our shared vision for a high quality market spanning all levels of need has the following features:

- Sustainable
- Diverse
- Offers choices for all
- Cost effective
- Innovative
- Promotes wellbeing
- A thriving and committed workforce

How we do it

Our approach to market shaping is based on promoting integrated working and joint commissioning with agencies working together to deliver outcomes for local people. It is about working together for change and understanding local and national drivers to meet the needs of people of North Lincolnshire.

We want to continue to understand local demand, supply, quality and the impact of our services. We are committed to enhancing our market oversight and working closely with our providers, partnerships and population.

In order to meet the outcomes for local people, we deliver a range of market shaping activities to support the North Lincolnshire market place. The Services to Adults Market Position Statement sets out our Market Pledge which includes:

- Developing and sharing market intelligence
- Holding an annual provider event
- Offering individual discussion with providers about our future strategic direction
- Providing workforce development and service improvement support.
We support Cross Sector Provider Partnership where commissioners and providers meet on a quarterly basis to share information on direction of travel, new expectations and potential changes to local need.

**Workforce development**

North Lincolnshire requires a range of professionals with complementary skills working together to deliver the vision that vulnerable adults are safe, families and carers are supported and together we transform lives. To ensure high quality and safe care and support, we are committed to commissioning new services with the right workforce.

Vulnerable adults and carers need a workforce with a focus on preserving and maintaining dignity and providing safe high quality services. Our workforce must be equipped with the relevant skills, dispositions and understanding to effect change for vulnerable adults and carers, and to challenge ways of working.

The following points outline the expectations of all providers to ensure a high standard of service is delivered to vulnerable adults:

➤ Increase safeguarding knowledge and awareness.
➤ Involving adults and older people in the recruitment process and within training sessions.
➤ Ensuring staff are trained in safeguarding to a level that is applicable to their role. Including understanding the Mental Capacity Act and Deprivation of Liberty Safeguards (DoLS).
➤ Ensuring staff value and understand how to provide safe high quality services and are skilled in providing personalised support.
➤ Providing well-trained and supported staff, deployed in the right places at the right times with the right management.

➤ Providing accredited training to keep up to date with best practice and maintain professional development.
➤ Supporting staff to value and use competently the best practice approaches to communication with each individual they support.
➤ Ensuring all staff receive regular supervision and support.
➤ Developing staff to understand the Safeguarding Vulnerable Groups Act 2006 legislation. Staff should be aware of their roles and responsibilities and know how to report concerns.

**Commissioning consideration - Training for carers, providers, voluntary organisations and professionals**

We continue to improve our wide range of courses for adults, carers, partners and provider organisations and individual employees to develop their knowledge and capacity across North Lincolnshire. These courses are delivered through e-learning or workshops and together aim to ensure that adults and their carers are able to have choice and control over how they live their lives. In developing a workforce that is fit for future, we will enable provider leaders to actively participate in sector lead improvement.

Please visit following link for further information:

www.northlincs.gov.uk/people-health-and-care/information-for-professionals/social-work-training-and-development/training-for-staff-delivering-adult-services
Embedding safeguarding

North Lincolnshire Safeguarding Adults Board

The aim of the North Lincolnshire Safeguarding Adults Board is to ensure effective coordination of services to safeguard and promote the welfare of local adults who may be at risk of abuse and harm within North Lincolnshire. The Board aims to promote awareness and understanding of abuse and neglect among service users, carers, professionals, care providers and the wider community and works to generate community interest and engagement to ensure that Safeguarding is "everyone's business".

Safeguarding adults requires organisations to work together, through strong partnerships we can support and safeguard adults at risk of abuse and neglect. Local providers should focus on the underlying principles of Making Safeguarding Personal in all of their work. This sees a shift from "a process supported by conversations to a series of conversations supported by a process". This conversation should improve an individual’s quality of life as well as their safety.

This commissioning strategy is underpinned by a commitment to safeguard vulnerable adults and supports the following North Lincolnshire Safeguarding Adults Board (LSAB) priorities as identified in the Strategic Plan 2016/19:

- **To keep adults safe at home:** Adults at risk and their families are supported and empowered to keep safe at home. Partners and agencies work together to ensure and assure that people have access to support and services to protect them.

- **To raise awareness of keeping people safe:** People within the community report that they have up to date information and advice to help them stay safe. Agencies and partners work together to ensure people within the community know where to access the information.

- **To keep adults safe in care and health settings:** Agencies and partners commission safe and cost effective services which provide active leadership; to positively manage allegations of abuse within the settings. Services demonstrate awareness and report any issues and/or themes to relevant bodies.

- **To ensure the LSAB leads multi-agency safeguarding:** Partners and agencies cooperate to ensure an effective safeguarding response in North Lincolnshire. The Board has assurance arrangements in place which enable understanding of the prevalence of abuse or neglect and multi-agency responses.

Commissioning, service design and market development aligns closely to our local priorities.

**Making Safeguarding Personal**

Making Safeguarding Personal approaches will be a golden thread that runs through all safeguarding work in North Lincolnshire. Commissioners and providers should work to the following principles as enshrined in the Care Act:

- Empowerment
- Prevention
- Proportionality
- Protection
- Partnership
- Accountability

Please visit the North Lincolnshire Safeguarding Adults Board pages for further information:

www.northlincs.gov.uk/people-health-and-care/information-for-professionals/safeguarding/safeguarding-adults-board
How commissioning keeps people safe

Through commissioning and contracting mechanisms we will contribute to safeguarding by commissioning safe and cost effective services that set out quality assurance and service standards, safeguarding people and promoting their dignity and control. Assurance is achieved by a range of mechanisms including:

- Contracts require ongoing compliance with LSAB requirements and best practice
- Working with regulated providers to achieve and maintain good and outstanding services and provision
- Clear expectations and reporting requirements
- Contract monitoring that focuses on safeguarding and dignity
- Market and provider oversight of safeguarding trends and development
- Contracts embed LSAB values, principles, priorities and expectations.

Embedding health and social care standards

The care home and home care sectors provide support to the most vulnerable people within North Lincolnshire. The council works with service providers to monitor and improve the quality of services provided.

The Care Quality Commission regulates these services against a series of fundamental standards including:

- Person Centred Care
- Dignity and respect
- Safeguarding
- Nutrition and hydration needs
- Staffing

To further improve standards a Health and Social Care Standards board is being established, it will provide a local framework to enable shared accountability for improving standards in Health and Social Care provision in North Lincolnshire.

The board’s specific objectives are:

- To agree the added value criteria to be used to enhance the regulatory body inspection framework.
- To share information on the published CQC outcomes of regulated provision.
- Agree an effective way of addressing underperformance of provision and agree who will take what action.
- Agree a sustainable experts / quality ambassador system and ensure the voice of vulnerable people and their families are heard in relation to the quality of local provision.
- To make recommendations to celebrate good to outstanding outcomes and to share best practice across the sector
- To provide high level monitoring oversight on any agreed improvement plans.
- To understand themes arising from inspections that the locality can collectively support providers to improve upon.
Review

Making sure we deliver

The successful delivery of our commissioning intentions is key to achieving the outcomes and ambitions within the Adults Plan 2017-2020. Transparency, challenge and managing performance at many levels ensures that the council delivers on this strategy.

The people of North Lincolnshire

An annual Local Account of Adults Social Services is published and provides an overview of the performance achieved and includes new initiative, developments and also plans for the future. This publication provides a basis for the public to develop an understanding of the challenges and developments in adult social care and encourages involvement in the local partnerships that shape the local health and social care landscape.

Adults Social Care

Throughout the commissioning cycle we actively ask ourselves the following questions as a way to understand outcomes and continuously improve our offer to local people now and into the future:

➤ How much did we do?
➤ How well did we do?
➤ What is the impact?

The council seeks to encourage all providers of health and social care to work to ensure that all vulnerable adults and carers within North Lincolnshire would describe their experience using these sentiments.

Service Quality: Monitoring and Evaluation

The performance of services provided to adults with care and support needs is monitored by collecting data on what is provided and asking people directly about the services they are receiving.

A standard format is used for contract monitoring meetings which cover activity (how much), quality (how well) and has the service made a difference (better off). We review services in a consistent way within a context of high support high challenge.

The providers of care home and home support services undertake an annual self-assessment which is validated by the council, this is then followed by an offer of support to enable the providers to improve their provision and the outcomes they achieve.

The council monitoring and evaluation functions work closely with the safeguarding, social work teams and across the multi-agency partnership to ensure safeguarding concerns are effectively addressed, whilst also providing an overview of the care and support sector and the risk, impact and actions required in the event of the failure of a particular provider.

Feedback

We welcome your feedback on the Services to Adults Commissioning Strategy.

✓ Have you found the Commissioning Strategy helpful?
✓ Which areas were useful?
✓ Which areas would you like to see more information?
✓ How can we keep you updated?

If you have any feedback, suggestions or for further information about the Commissioning Strategy please contact the Integrated and People Commissioning Team on:

✉ CommissioningProcurementContracts@northlincs.gov.uk

Feedback and continuous development

As part of our Market Pledge we are committed to asking for feedback. In 2016/17 we will be actively seeking the views of providers in relation to their experiences of working with Commissioners, we will ask for feedback in relation to the following statements:

• Our practice is person centred and outcome focused
• Our practice is inclusive
• Our practice is well is well led
• Our practice promotes a diverse and sustainable market

People who use services, carers, providers and partners organisations are encouraged to contact the Integrated and Commission Team for further information on commissioning in North Lincolnshire.

✉ CommissioningProcurementContracts@northlincs.gov.uk