LCR ASC INTEGRATED COMMISSIONING

PRIORITY 6

BUSINESS & QUALITY IMPROVEMENT
OVERVIEW OF PROGRESS

Priority 6 – Business & Quality Improvement

All services will be delivered through great efficiencies, reduced duplication and improved quality

WHY?	WHY?	WHY?
To support region to manage demand from year on year increases in older persons population and growth in younger adults with complex needs	To support the region to reduce spend and meet local efficiency targets	To reduce the post code lottery for people in respect to the quality of services across LCR
How?	**How?**	**How?**
Review of strength based approaches	Introduce systems to provide data and intelligence to manage provider market and understand cost differentials	Development of shared performance frameworks
Supporting Strength based assessment	Collaboratively commission larger contracts	Diversify supply market through development of flexible Purchasing frameworks (FPS)
Supporting personalisation through development of resource allocation system		
Impact to date?	**Impact to date?**	**Impact to date?**
All areas have seen a significant reduction in the number of people approaching the council for support	Gross expenditure across LCR increased by 1.22% compared to a national increase of 2% (2016/17-2017/18)	LCR has seen a 13.1% increase in the number of beds rated Good or Outstanding (Oct'17-April'19)

Data Warehouse

In July 2015, the LCR Strategic Leadership Board approved the purchase and implementation of the Oxford Computer Consultants (OCC) e marketplace and data warehouse (Data Hub).

Five local authorities within the Liverpool City Region (Knowsley, Liverpool, Sefton, St Helens and Wirral) purchased Oxford Computer Consultants (OCC) e marketplace and data warehouse (Data Hub) to build and integrated LCR MarketPlace and data hub.

The LCR Data Hub supports the pooling of care purchasing data, sharing vital information with the aim of driving performance up and costs down. The key outcomes for the data hub include:

- Provision of timely reporting, commissioning and market management information
- Integration into Data Dashboards for market development and maintenance
- Creation of a real time sub regional market position statement and market management reports

The data hub is now live in 5 LCR local authorities (with the exception of Halton). Knowsley went live in February 2019 to include: the installation of the MIS Server, integration, configuration, mapping activities and activation of the live data feed.

Considerable work has been undertaken by Affinity Works and each LA to cleanse the automated data, to ensure the data uploaded can be compared like for like.

A workshop took place in January 2019, represented by all 5 LAs in various roles, ie commissioning, performance and IT, where a demonstration was given on report building that had been developed by Affinity Works. From this workshop an action plan was produced, champions identified within each LA and half-day bespoke sessions between Affinity Works and each LA have been completed.

The data warehouse system is also used by three Authorities in the North East (Hartlepool, Redcar and Middlesbrough) but they are looking to expand this to as many LAs as they can within their NE ADASS performance group. The regions are working together to explore areas for **potential collaboration** across the two sub regions. Area discussed:

- Roll out of predictive modelling tool across LCR and potential for shared learning from the tool

Areas for potential joint development:

- Development of an on line Market Position Statement
- Freedom of Information: automatic production of public facing stats that answer most common FOI requests (ie prevent FOI in first place or direct public/staff to information)

- Statutory returns: develop reports to populate stat returns eg ASC finance return

MarketPlace / Live Well

The **E marketplace** provides information and advice as well as a directory of social care services for citizens, service users and carers. It addresses the needs of both self-funders and council funded citizens and supports the full range of adults, families and children's services. The E marketplace has been developed from Liverpool City Council's Live Well MarketPlace and re branded as the **LiveWellDirectory.com** to represent Liverpool, Wirral and Knowsley.

The LCR group (Knowsley, Liverpool and Wirral) continue to meet every 4 weeks as an operational group.

Developments since launch have been:

- Improvements to search functions (better filtering and new skin on)
- Implementation of Availability Tracker (to be showcased by Wirral to rest of LCR)
- Implementation of Brokerage (to be showcased by Wirral to rest of LCR)
- Addition of What's On calendar and its potential

Members of the group continue to maintain the site and take part in (UAT) for new versions of the site and also pass on our experiences to each other if one authority has already used the site in a particular way.

LCR Performance Framework

Performance leads from all 6 LAs have worked together to develop a framework initially covering all six priorities, this contained over 100+ metrics, it was therefore decided to base the framework on the **Six Steps to Managing Demand** in Social Care; since its development data has been submitted for Q2 and Q3 for 2018 / 19. It has been agreed that the framework will be used to inform the work of the LCR assessment group, who will agree local targets using LCR baseline information collected in 2018/19. The report will then be used to provide a strategic overview of demand management across LCR to the Strategic Leadership Board. [Appendix 11]

REF NO	PRIORITY 6 - BUSINESS & QUALITY IMPROVEMENT KEY ACTIONS	COMMENTS
P6 a	Work with the Liverpool City Region Chief Executive's Group and LCR finance leads to identify opportunities for shared services and to reduce spend on back office support	**Work placed on hold** by LCR Public Sector reform Group (Baseline review of staffing establishment and spend completed for ASC Tripartite)
P6 b	Work with the city region's finance leads to undertake a cost benefit analysis of the Liverpool City Region Strategy for the Transformation of Social Care	• Finance leads have submitted data on spend and risk • Performance leads working on the Six Steps Performance Framework
P6 c	Work with commissioners and the provider market to achieve efficiencies by standardising rates for packages of care for individuals with complex needs	Work ongoing with Complex Care Group
Ref No	TRIPARTITE - PRIORITY 6 - BUSINESS & QUALITY IMPROVEMENT KEY TASK	COMMENTS
T6 a	Work with LCR LAs to undertake a sufficiency analysis on the social care market; and identify opportunities for market growth and/or market diversification to meet unmet needs across the Tripartite	• Alder analysis complete • Work underway to identify gaps in provision using Alder Model • Inclusive Commissioning Work with CLES to commence (May-Sept 19), deep dive Knowsley plus LCR wide.
T6 b	Work with larger providers operating across the Tripartite to shape the existing market to meet current and future need; and to reduce administrative pressures on the market by standardising contractual and purchasing arrangements.	• Model of Care, Service specification, Performance framework and aligned contract in place for Home Care across Tripartite • FPS in place for home care across Knowsley and Sefton. • FPS in place for purchase of Care & Support across Tripartite Standard specification & contract for Extra Care across Tripartite
T6 c	Work with LCR LAs to develop new models of Home Care and Residential Care; and where models are not applied across the wider LCR footprint, look to commission new models across the Tripartite.	• New model of home care commissioned across Tripartite • Extra Care Framework commissioned – (further work needed in 2019 to open up to other LAs
T6 d	Undertake an analysis of back office support with a focus upon commissioning, policy, performance, research and intelligence, procurement and IT; and produce an options paper re potential efficiencies through sub-regional commissioning arrangements e.g. Virtual hub, lead commissioner, proportionate distribution etc.	**Complete**
T6 e	Strengthen back office support by implementing the findings of the 'back office support' review.	**On Hold** Baseline review of staffing establishment and spend completed for ASC Tripartite. Information used at a local level to inform restructures. No proposals for shared services.