

Moray Integration Joint Board/Health and Social Care Moray

Strategic Change and Service Improvement Framework

September 2019

1 Introduction

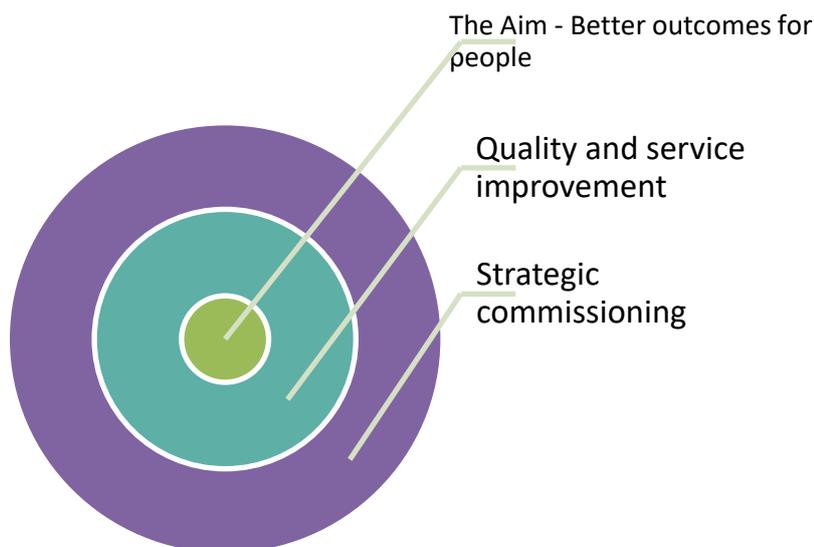
This framework has been prepared by Health and Social Care Moray. It describes our arrangements and practices when working on strategic change and service improvement. It has been developed by a group of staff in Health and Social Care Moray who are engaged in service improvement, strategic planning and commissioning, and who play a crucial role in ensuring that we instigate and implement change successfully. The project to develop the framework was undertaken in 2019 and was supported by the Institute of Public Care at Oxford Brookes University (IPC). It comprised a series of individual and group meetings to develop the framework, informed by learning sets and case studies to test the relevance of the framework on live projects.

2 Basic principles

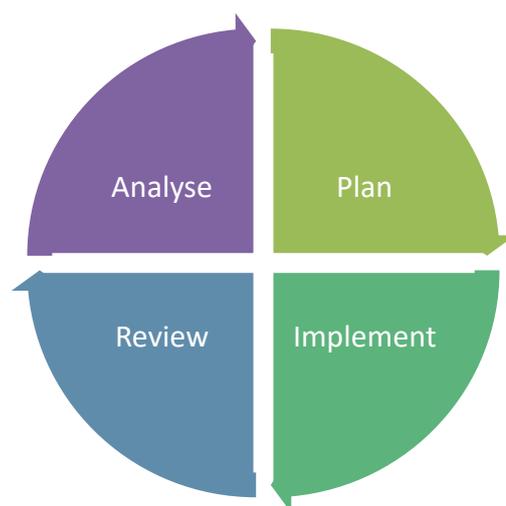
We use two complementary and closely linked approaches to developing and implementing changes in our services.

- We use a **strategic commissioning approach** to help us manage major strategic redesign or reshaping of services to better meet the needs of our population.
- We use a **quality and service improvement approach** to help us continuously improve the effectiveness and impact of our existing services.

Their relationship is summarised in the diagram below:



Both approaches are crucial to ensuring we have a systematic approach to change, and they both draw on a common cycle of activities to ensure that our work is of consistent quality and is understandable to those affected:



3 Strategic commissioning approach

We are committed to using a systematic strategic commissioning approach when we need to undertake major redesign or we need to reshape our services to better meet the needs of our population. This is in line with Scottish Government policy which states that:

‘Strategic commissioning is the fulcrum around which the future planning and aspirations of the local partnerships to meet the outcomes of the local populace will be set. Thorough analysis of joint strategic needs can identify population need, meaning services can be reshaped to meet needs more closely now and in the future. That gives services, in partnership with service providers, the space to innovate and inspire and to more effectively target resources at prevention.

Strategic commissioning is crucial for ensuring that needs are met efficiently and equitably. The development of robust processes will be required in order to defend the shift in resources implied by reshaping the balance of care. Partnerships are well placed to do this, but it can only happen in any significant way with sound strategic commissioning.’¹

We define our approach to strategic commissioning and planning as working together to secure the best possible health and care outcomes for our population through systematic analysis, planning, implementation and review of needs and services. We think this is the most effective way of making sure we use our resources for the best possible benefit of the people of Moray. Without it we may rightly be criticised for being ineffective, developing services without proper consideration or being thoughtless about the needs of different parts of the population. We expect every major strategic commissioning project to involve some or all of the following elements

Stage	Activities
Analyse	<ul style="list-style-type: none"> ■ An analysis of the needs of the relevant population including the views of service users, patients and carers ■ An analysis of the relevant resources available to Moray and partners to meet these needs ■ An analysis of the legal and policy context ■ An analysis of existing services, their quality and impact
Plan	<ul style="list-style-type: none"> ■ A commissioning plan drawing on the analysis to identify changes needed in the design and distribution of services in the future ■ A business case which justifies the commissioning plan and considers the potential impact of changes
Implement	<ul style="list-style-type: none"> ■ A plan developed with service providers, patients, users and carers on how changes will be implemented ■ Revised service plans, market position statement and contracts with providers
Review	<ul style="list-style-type: none"> ■ A framework for measuring the impact of services on the population and arrangements for monitoring them ■ Regular impact and activity reports covering all key priorities for the strategy

We expect this approach to be applied whenever we need to consider a major area of service change, or we need to plan new services, or we need to review the effectiveness of existing services. Our default position is that wherever Health and Social Care Moray staff are involved in a major project which may have implications for the future design and delivery of services, they should ensure that this approach is used. This might be, for example:

- When contributing to national reviews of health or care services.

¹ Scottish Govt (2015) Strategic Commissioning Plans Guidance.

- When working with partners and in alliances on regional projects.
- When developing service and business plans for areas which require strategic change.
- When revising major locality or service pathways to secure better health and care for local populations

We also expect that the following principles underpinning our strategic commissioning approach will be applied:

- We focus on holistic patient and client group needs – and are not limited to existing services or boundaries.
- We encourage our people to be creative and to exercise careful judgement about the relative risks of service change, the degree of innovation needed, the cost of change and the impact it will have on the wellbeing of the people of Moray.
- We particularly value proposals for change which are based on a clear evidence base.
- Our strategic commissioning plans drive procurement, quality and service improvement and market and service development, which are all equally important in delivering effective outcomes for our population.
- We use the strategic commissioning framework as the basis for our on-going dialogue with service users/carers, case/care managers, service providers and the third sector.
- We work together in co-productive partnership with patients, service users, carers, professionals and other agencies and to ensure that our plans and the changes they require are sensible, realistic and most likely to deliver better outcomes for our population.

4 Quality and service improvement approach

We are also committed to a systematic approach to ongoing quality and service improvement. This complements our strategic commissioning approach by focusing in particular on continuously improving existing services at individual, team and service levels. This fits with what Health Improvement Scotland² describe as a combination of:

- *‘...work to redesign systems, services and processes which enable people to receive the right support and care, in the right place, at the right time while also reducing harm, waste, duplication, fragmentation and inappropriate variation.*
- *...the development of cultures of continuous quality improvement so that every person working in health and social care is engaged in the work of improving their day to day practice.*
- *...a person-centred, evidence and data informed approach with the systematic application of design methodologies, quality improvement methodologies and relational change management (improving outcomes through relationships).’*

² Health Improvement Scotland (2017) Enabling Health and Social Care Improvement

There are many different methodologies used to support quality and service improvement in different parts of the health and care sectors, and we will always seek to use the methods best suited to the situation we want to improve. Overall though we expect the methods we use to help us to secure improvement through an approach which, like strategic commissioning, is based on a systematic combination of analysis, planning, implementation and review activities. So, for example, we expect some or all of the following activities:

Stage	Activities
Analyse	<ul style="list-style-type: none"> ■ An analysis of the needs of the people effected by the service ■ The views of service users, patients and carers about what improvements are needed ■ An analysis of the relevant resources available to Moray and partners to meet these needs ■ An analysis of existing services, systems and processes, their quality and impact on the population concerned ■ An analysis of the options for future services and systems which might be available to improve outcomes for people
Plan	<ul style="list-style-type: none"> ■ An improvement plan for systems, services processes and practices to have a positive impact on outcomes ■ A business case which justifies the improvement plan and considers the potential impact of changes
Implement	<ul style="list-style-type: none"> ■ An implementation plan developed with service providers, patients, users and carers on how changes will be implemented ■ Revised protocols, service arrangements, quality standards, review arrangements, training or supervision which will ensure the improvement plan is successful
Review	<ul style="list-style-type: none"> ■ A framework for measuring the impact of the improved service or arrangement and systems and arrangements for monitoring them ■ Regular impact and activity reports analysing the effectiveness of revised arrangements

We expect this approach to be applied whenever we need to improve the effectiveness of our existing services or systems. Our default position is that wherever Health and Social Care Moray staff are involved in a project which may have implications for the improvement of local systems, activities or staff practices, they should ensure that this approach is used. This might be, for example:

- When responding to service inspections or reviews
- When working with partners and in alliances on regional projects to improve care pathways.
- When developing service and business plans for areas which require local improvements.

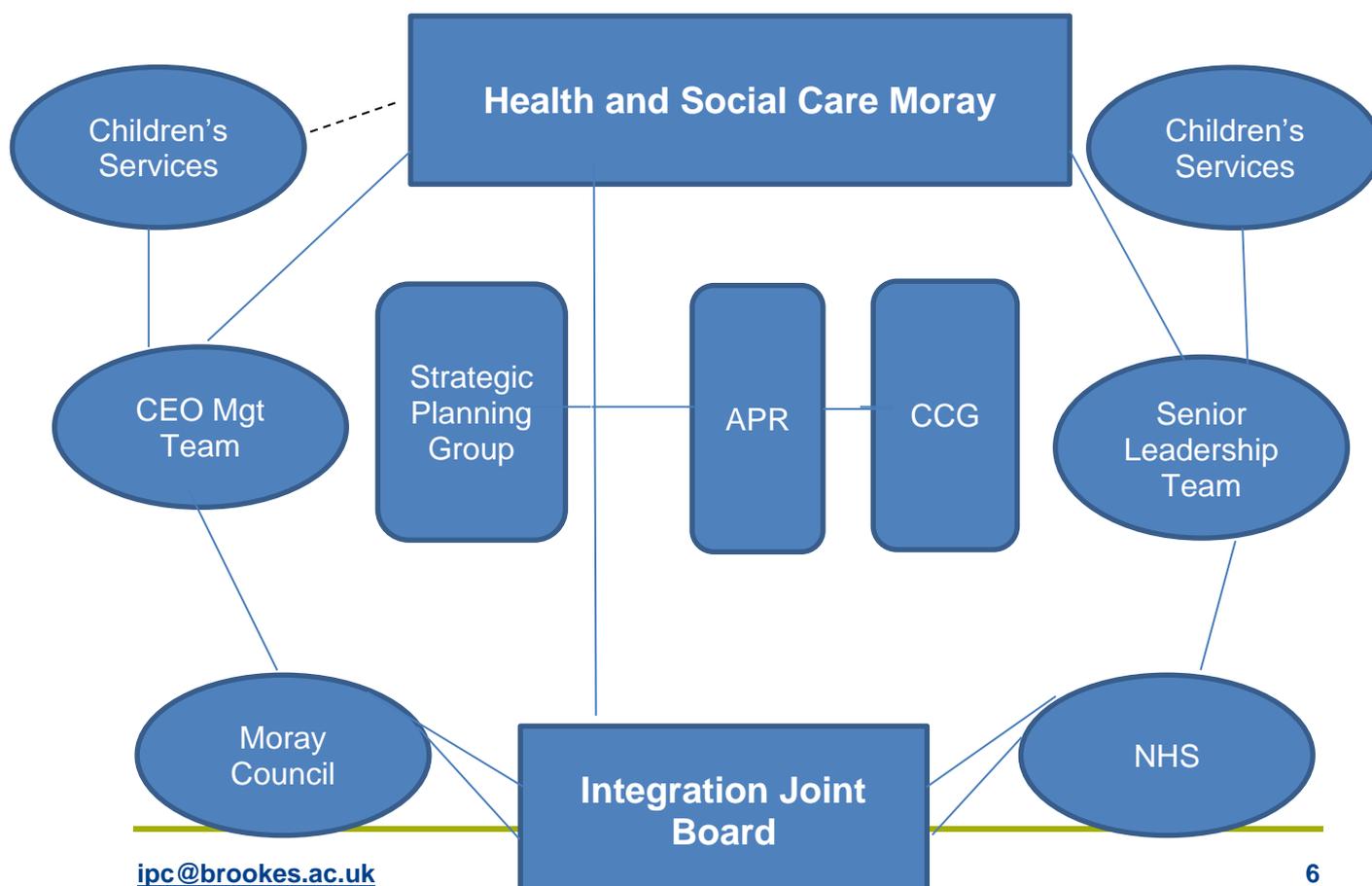
- When responding to service user, patient or carer feedback to improve care.

We also expect that the following principles underpinning our quality and service improvement approach will be applied:

- We focus on holistic patient and client group needs – and are not limited to existing services or boundaries.
- We encourage our people to be creative and to exercise careful judgement about the relative risks of quality and service improvement, the degree of innovation needed, the cost of change and the impact it will have on the wellbeing of the people of Moray.
- We will particularly value proposals for improvement which are based on a clear evidence base.
- Our improvement plans inform wider strategic commissioning activities, which are all equally important in delivering effective outcomes for our population.
- We work together in partnership with patients, service users, carers, professionals and other agencies and to ensure that our improvement plans and the changes they require are sensible, realistic and most likely to deliver better outcomes for our population.

5 Governance

We want to make sure that we continue to get better at managing our strategic commissioning and improvement activities, and that all of our development projects are well co-ordinated and timely. We therefore have a governance framework which tries to ensure this and helps us to address problems or grab opportunities when they arise. Our basic governance arrangements are:





Ultimately the Moray Integration Joint Board is responsible for agreeing any major strategic commissioning through the use of Directions to the NHS and the Council. Service improvement projects on carried out by the partnership Health and Social Care Moray has the oversight of the MIJB and is driven under the policies of the NHS and the Council, as well as ensuring that the approach taken to their development and implementation has been effective and systematic. On their behalf, the Moray Strategic Planning and Commissioning Group oversees the overall programme of strategic commissioning and service improvement each year and assures itself that meet the required standards. For any strategic project to be effective it needs to be clear about the following from the beginning and throughout its life:

- Focus and purpose of the project
- Governance and leadership arrangements for the project
- Staff and resources involved
- Key stakeholders concerned and steering and reference groups involved
- Key activities and products required
- Timescales and contingencies for the project

Details of all these need to be accepted by the governing body for the project before the project begins, and they need to be reviewed and updated regularly. The Programmes and projects such as the Moray Transformation Programme and the Moray Alliance are accountable to the Board and Group.

6 Roles and Skills

We expect all major strategic commissioning and planning projects to need a team-based approach involving people with a wide range of different skills. We think that the Scottish Government guidance on learning and development for joint commissioning is a good starting point for identifying the right team for any project.³ It

³ Scottish Government (2012) Joint Strategic Commissioning Learning Framework

identifies four different key roles as follow:



At the outset strategic commissioning and improvement projects should use this framework, and the detailed guidelines on roles and responsibilities in it to design an effective team to deliver the project. Projects should be appropriately resourced to ensure they can deliver on their intentions.

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