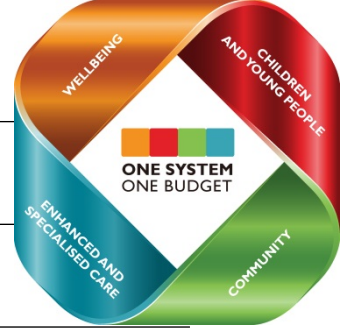




COMPLEX LIVES

System Optimisation Group

Terms of Reference

A.Document Control

Version	Date	Author	Change Ref	P a g e s Affected
0.01	05.08.2015	S Slater	First Draft	All
0.02	26.08.2015	S Slater	Commissioner group feedback	Pages 3-6
0.03	06.10.2015	S Slater	Commissioner group feedback	Pages 3&4
0.004	26.10.2015	S Slater	SOG feedback	Page 4

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1. Complex Lives: Context

- 1.1. Commissioners across Plymouth City Council (PCC) Cooperative Commissioning Team, PCC Office of the Director of Public Health and NEW Devon Clinical Commissioning Group are responsible for commissioning mental health, homelessness, substance misuse treatment services and some offender services.
- 1.2. These areas of vulnerability and need are acknowledged by professionals as having significant overlap. The consequence of this has an impact on families and communities, with people often leading chaotic lives and having ineffective contact with services. We believe that everyone, however difficult their circumstances, has something to offer and assets that can be built upon. We see support as being focused on maintaining or building independence for themselves and their family.
- 1.3. Four Integrated Commissioning Strategies now drive local commissioning activity. Under the Community Based Care Commissioning Strategy, commissioners responsible for existing different service elements will work together towards a joined up 'whole system approach' to support people with multiple needs in the future. This will ensure services are integrated around the needs of the person, improving individual outcomes whilst also ensuring best use of resources.

2. Purpose of the System Optimisation Group

- 2.1. Success would include creating a whole system for whole people, preventing people from 'falling through the gaps' and reducing repeat revolving door referrals. The SOG will work collaboratively to deliver the system changes required to realise success.
- 2.2. The System Optimisation Group will take responsibility for sharing ideas and perspectives in order to identify how the current system can work better for people with complex lives, regardless of current individual contracts and funding arrangements.
- 2.3. The purpose of the System Optimisation Group is to identify and deliver financial efficiencies as a result of implementing system wide change.

3. Functions of the System Optimisation Group

- 3.1. The functions of the System Optimisation Group include:

- Defining the issue; who are the people who fall between the gaps, what issues do they face, how many are in this cohort
- Problem solving; identify immediate solutions to meeting the gaps in our system
- Fixing what can be fixed now; members will be expected to make changes within their organisations
- Identifying other key stakeholders who are able to improve the current system and make changes
- Ensuring that service user and carer views are represented
- Sharing ideas, thoughts and suggestions in an open 'judgement free' environment
- Sharing pressures and hot spots with a view to improved understanding of each other's organisations
- Sharing Good Practice
- Ensuring that recommendations for system changes that cannot be implemented within the existing system are communicated to commissioners.
- Feeding through emerging needs/findings to the System Design Group responsible for the Community Based Care Commissioning Strategy
- Responding to feedback from Commissioners regarding performance information
- Identifying where efficiencies can be found (timescales and approximate amount to be confirmed).

4. Behaviours

4.1. The System Optimisation Group, and all of its members, will:

- Commit to making changes to their working practice
- Work together under the *Cooperative Commissioning Principles*
- Hold each other to account for agreed actions
- Meet formally at least once a month for six months but continue to communicate effectively at all times in order to succeed
- Build effective, strong and sustainable relationships within the group and with others as required
- Not focus on individual or organisational service interests, making decisions based on what is best for the service user.

5. Membership

- 5.1. Membership will represent groups of stakeholders from the entire system.
- 5.2. Members will need to be at such a level that they can make decisions and changes on behalf of their organisations.
- 5.3. As a minimum, the membership must include:
 - Representatives from existing services supporting people who have single homeless, mental health, drug and alcohol and offending support needs
 - Other representatives who have an interest and ability in improving the current system
 - Commissioners from the Co-operative Commissioning Team and NEW Devon CCG
 - Public Health Specialist
 - Representation from User and carer groups (e.g. HealthWatch, SQIP, PiPs)
- 5.4. Engage with existing forums for service users and carers to identify problems to be solved which are then fed through to the SOG for resolution
- 5.5. The membership in each System Optimisation Group should be no more than 20 people to ensure the effectiveness of the group.
- 5.6. Membership will be limited to one representative per organisation, plus a nominated named deputy.

6. Officers of the SOG and Quorum:

- 6.1. A Chair and Vice Chair will be appointed at a point in time agreed by the System Optimisation Group and will be reviewed on a six monthly basis.
- 6.2. Administrative support will be provided by PCC for each meeting and a record of discussions, actions and recommendations will be noted.
- 6.3. The meetings will not be held in public. However, they will be subject to Freedom of Information (FOI) requests.
- 6.4. Members or their deputies will be required to attend all meetings as decisions made must be implemented.

7. Reporting

- 7.1. The SOG will make available notes of each meeting, and any escalated issues, to other the System Design Group in the integrated commissioning structure as requested.
- 7.2. Whilst the notes of the SOG meetings and relevant correspondence will not be proactively published, they will be subject to the Freedom of Information Act.