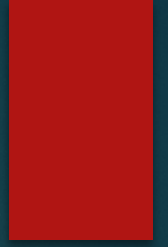




The View From Here

JOHN HAMBLIN
CEO
SHEKINAH

Integrated Commissioning



Created ONE system:

- ▶ Integrated governance arrangements
- ▶ Four Strategies
- ▶ Commissioning of an integrated health and social care provider for the city

Creating ONE budget:

- ▶ Section 75 between NEW Devon CCG and PCC
- ▶ Integrated funds £638 million gross (£462 million)
- ▶ Risk share and financial framework

People and place:

- ▶ Relationships
- ▶ Co-location in one building

Cradle to Grave

▶ **Fund covers:**

- ▶ Public Health
- ▶ Leisure Services
- ▶ Housing Services
- ▶ Children's Services (incl Schools Grant (DSG))
- ▶ Adult Social Care
- ▶ Primary Care (CCG and PCC) – co-commissioning to come
- ▶ Community Health Services
- ▶ Acute Provision
- ▶ Running Costs

It's all in!

Complex Needs example

- ▶ Substance misuse, Mental Health, Homelessness, Offending, Domestic Abuse
- ▶ Process started 2012 with a lottery bid – involved over 70 services, 400 people using services and their carers, elected reps, key decision makers
- ▶ Meetings, themed groups, market events, twitter, webpage, 1:1, published evidence.
- ▶ Produced a very rounded picture of the problems and a very comprehensive vision of the best way to overcome them
- ▶ Refreshed 2015 and 2016 - led by services and people using them

Commissioning – broad themes

- ▶ Seen as top-down, opaque, and disempowering process
- ▶ ‘Master – servant’ relationship rather than an inclusive, outcome-based partnership between commissioners, services and service-users, as well as their families and communities
- ▶ Commissioning carried out in silo’s with little regard to what other ‘silos’ are doing
- ▶ Commissioning for near horizons, rather than as part of a long-term strategy
- ▶ Commissioning as a problem setter, rather than a problem solver

Service Provision

- ▶ Service users often feel 'done to', rather than 'worked with' and, as a result, they feel disempowered and marginalised
- ▶ There is a mismatch between what workers value about their work and what consumers value – specialisms and expertise vs authenticity, warmth, persistence
- ▶ Services were largely unaware of the detail of what other services provide
- ▶ VCS/Statutory sector engagement is crucial to delivery
- ▶ Co-operative Service Design and Delivery is essential for transformation

Personal stuff – my learning

- Putting the system first is difficult – usual focus on *our organisation*
- Putting **people** first REALLY – conflict with org?
- Best for system – easy to say but hard to put into practice

The Transformational Power of Language

- 'Technical' language obscures meaning
- The language of conflict – war words
- The language of competition – markets, marketing, usp's etc.
- Now it is 'us' and 'we' not 'them' and 'I'



Organisational stuff

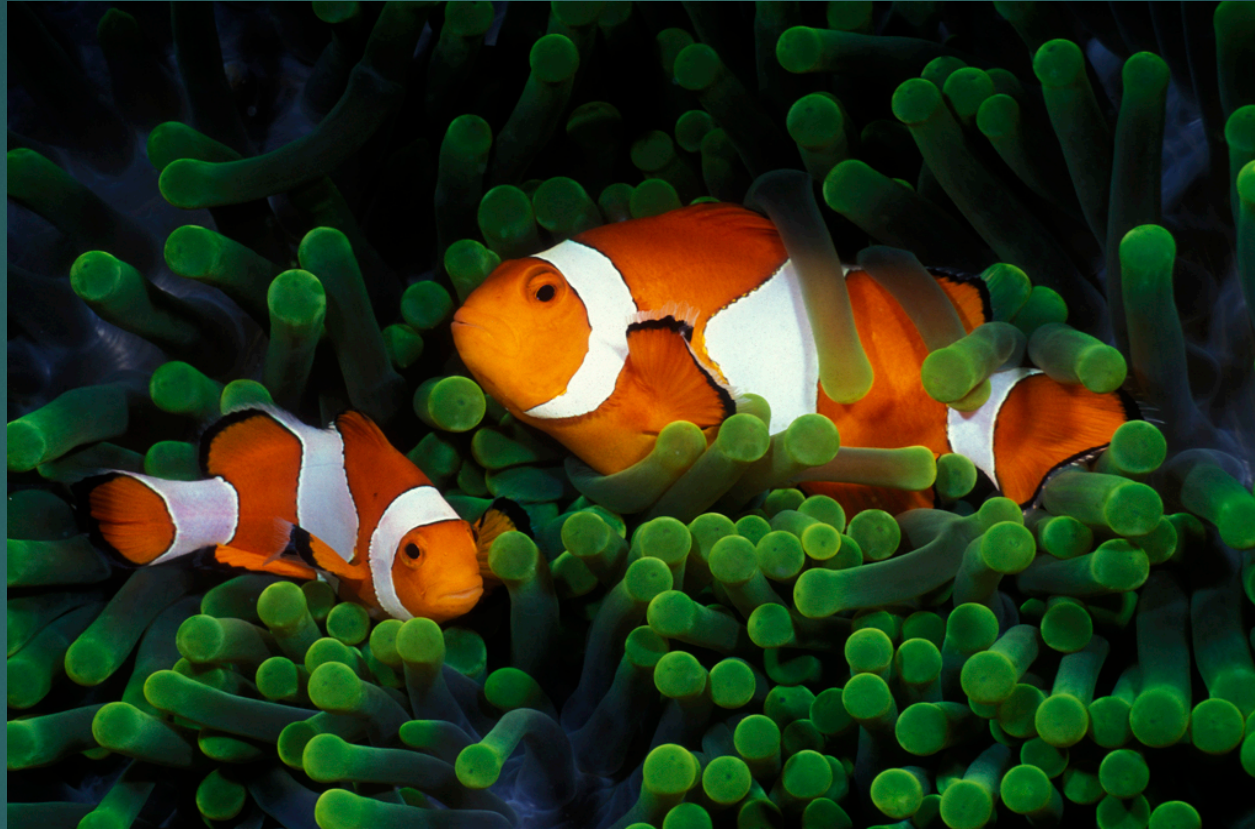
- The learning process made us stop & think
- Revisit purpose and values
- Revisit strategy
- Reflect an alliance approach, rather than a service approach
- Reflect a richer understanding of partners, of problems, of the system
- Cultural shift needed

Some necessary stuff

- **Time and space:** prioritising the work, making the time and intellectual 'space' to reframe, to think differently
- **Building trust and understanding:** enables challenging discussion & constructive critique – not personal -> culture & issues

From the superficial to the transformational

- Trust takes time – it doesn't appear overnight
- This process not an *addition* to your day job - it IS your day job
- It's complex, but that's ok



THE VIEW TODAY & WHAT NEXT?