



# **Market Facilitation Statement 2023 - 2025**

**Integration Joint Board**

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## **Purpose of the Market Facilitation Statement (MFS)**

'Market facilitation' is a part of the strategic commissioning process that the Integration Joint Board (IJB) leads. It aims to influence, shape, and change markets to deliver a wider range of affordable and long-term services, to deliver good outcomes for people, and to meet the needs of the population, both now and in the future. The purpose of the MFS is to share information that supports a forward thinking, innovative social care market, where we might achieve good outcomes for the people in Orkney who require health and social care support, in the most efficient manner.

The MFS does not set out a description of all services that are formally commissioned or purchased through Service Level Agreements, and does not seek to evaluate or comment on the performance or efficiency of the services currently commissioned or purchased; rather it seeks to show the areas where there is scope to provide services differently in a way that might enable third or independent sector services providers to develop their role in the overall health and social care sector. For this reason, the key information provided in this document is focused on the areas of pressure in the health and social care system, the reasons for this, and the potential scope for development. In the interests of conciseness, the MFS is, therefore, limited to these areas.

The IJB does, however, recognise that positive contributions are made by people with health and social care needs and those of advancing years, to their communities, to their own wellbeing and that of others, and to Orkney as a whole.

The IJB believes that through cooperation, coproduction, and partnership working, there can be more options for quality care services for people, and hopes that you find the MFS helpful and informative, as a means of providing you with an insight into how the IJB believe care and support services could look in Orkney.

## **Orkney Context**

Health and social care services in Orkney are delivered across the sector by the Local Authority, Health Board, and a wide number of third sector services, as well as a small number of independent sector service providers.

The profile of social care service delivery in Orkney is significantly different from most areas in Scotland, with a much greater proportion of these services being provided directly by the local authority. There are several factors behind this current profile including the challenges of geography, the impact this has on the attractiveness and financial viability of working in Orkney for external providers, and public opinions about the appropriateness of outsourcing services that have, traditionally, been the preserve of the local authority, such as Care at Home services.

The MFS also aims to raise awareness of the potential developments there may be for third and independent sector providers through the Self-Directed Support (Scotland) Act 2013. This Act introduced new duties and responsibilities, with an explicit requirement of local authorities to provide choice and control to service

users. This policy has seen some success locally, with many people consistently opting to manage their own support through the receipt of a Direct Payment and employment of a personal assistant.

Furthermore, whilst the choice for service users beyond a Direct Payment or local authority service provision is still limited, there has been significant progress in the use of funds to purchase care directly from third and independent service providers.

It is not the intention of the IJB to imply that the way services are currently provided is not good; however, the Board does wish to explore whether different ways of working, different partners working together, and an even more diverse range of options, would promote choice and add resilience into the way in which services are provided. For example, the IJB's continued commitment to Community Led Support, despite significant hinderance to this initiative as a result of the pandemic, is an example of this fresh approach to service provision, particularly in the most remote and fragile of Orkney's communities.

## **Scope**

This document is intended to set out some of the key health and social care issues and challenges in Orkney, and to examine some of the options for service delivery growth, both now and in the future.

It is not intended to be read in isolation, but as part of our broader strategy for the commissioning and delivery of health and social care services for the people of Orkney, which is examined in detail in our Strategic Plan. (You can find our current Strategic Plan [here](#).)

## **Demographic Change and Future Demand**

Adult social care is amid significant demographic change. In Orkney the number of people aged 75 and over stood at 2,345 in 2018, but is predicted to increase to 4,366 by 2043. Over the same timeframe, when demand for care services will inevitably increase with the over 75 population, the number of people aged 16-65 is forecast to fall by 1,656, leaving a diminishing working proportion to deliver care services.

This increase in demand is unlikely to be matched by any increase in government funding to support service increases, so new ways to deliver social care support need to be created.

Although this challenge is not unique to Orkney, our older population is increasing faster than the national average. In addition, significant numbers of our working age population are leaving the islands, and so fewer people are available to provide the care and support required by the predicted levels of chronic illness and disabilities.

Supporting and caring for people is not just a health or social care responsibility, we all have a role to play: families, neighbours and communities; providers of services like housing, transport, leisure, community safety, education and arts, and the

commercial sector. People using services and their carers need to be involved with service providers in designing their care and support.

There are an increasing number of people of all ages self-funding the social care support that they need. However, regardless of how social care is funded, people want greater choice, control, and flexibility, over how their social care needs are met.

## **Drivers for Changing Service Delivery**

As we have seen, an increasing population, especially amongst people aged over 75, will mean a greater demand on services. Furthermore, we must manage this demand with less funding.

This challenging environment will mean that we must change the way that services are delivered, taking cognisance of legislation, new initiatives and advancing technology. For example:

- There is a national expectation that support to unpaid carers needs to be increased to build capacity in the unpaid care market. This expectation is realised in the Carer (Scotland) Act 2016, and is reinforced in the bill behind the proposed National Care Service.
- There is a need to grow supports that provide early intervention and prevention, supporting the move away from long-term, dependent, care provision, along with the avoidance of unnecessary hospital admissions and the support of timely hospital discharge.
- The role of information and advice in the market is expected to continue to grow to support people in taking choice and control over how their needs are met.
- The use of assistive technology will be further embedded into mainstream support provision, enabling more people to maintain their independence, for longer.
- As life expectancy increases, including those with long-term conditions, so there will need to be an increase in self-care initiatives to support long-term health and wellbeing.
- Focus will move towards shorter-term, intensive social care packages, focused on reablement and returning home.

## **Community Led Support**

One such model is Community Led Support (CLS), an approach to social care that is now at the heart of service planning. CLS aims to provide the foundation of a more modern, effective way of delivering social and community health care support, strengthening individual and community resilience, and well-being.

It is a concept based upon joined up working across the Council, NHS Orkney, and third sector and community partners, working collaboratively in the interests of the individual and the community. It builds on what is already working, consolidating, and

joining up good practice and innovation, whilst drawing on the resources of an individual, their family and social circle, and their community, whilst empowering care practitioners to adopt a common-sense approach to care delivery.

At the heart of the approach is a set of underpinning principles, describing how local support should be delivered, and it is these principles that steer local service development, ensuring that the detail of what happens – and how it happens - is determined with, and by, local people. The principles are summarised below:

- Co-production brings people and organisations together around a shared vision.
- There is a focus on communities and each of those communities will be different.
- The culture of care organisations is based upon the trust and empowerment of care staff and their clients.
- People receiving care are treated as equals, and their strengths and gifts are built upon.
- Organisational bureaucracy is kept to an absolute minimum.
- The care system is responsive, proportionate and delivers good outcomes.

## **What We Did Between 2019 and 2022 in Relation to Market Facilitation**

We have made consistent efforts during the last few years to support market facilitation. Some of the highlights include:

- **Publication of our new Strategic Plan 2022 - 2025.** This shows the areas of change and development that the IJB will be prioritising during the lifetime of the plan.
- **More Choice for Care Services.** We have worked with Crossroads Care Orkney and Age Scotland Orkney to develop realistic alternatives for care at home provision, and continue to work with Enable and Scottish Autism, offering specialist support to some of our most vulnerable people.
- **Children and Adolescent Mental Health Service.** We have worked with The Orkney Blide Trust, Home-Start Orkney, Relationship Scotland Orkney, and Right There (Orkney) to develop and deliver a number of early intervention support services for young people and their families.

## **How Providers can Begin to Adapt**

The drive to deliver seamless services through the integration of health and social care support services is well underway. Providers who re-shape their service delivery models will be better placed to respond to future procurement opportunities.

Providers should therefore:

- Consider how their services are or can be made “early intervention and prevention” focussed and how they support people to be as independent as possible.
- Consider how their services work within local communities, especially within the context of CLS, and how they support the building of capacity within those communities.
- Recognise that, increasingly, the purchasing partner will no longer be the Local Authority / Health Board but will be the service user. This will mean providers have to market their services differently, making access to their services straightforward.
- Develop ways to record, evidence, analyse and report on outcomes. In the changing market of adult social care and support, quality and reliability will be what differentiates providers.
- Create smarter partnership working opportunities, e.g., sharing expertise, resources, or back-office support, to increase impact and efficiency. This could be via formal or informal arrangements.
- Think about ways to collaborate across services to achieve something that is greater than the sum of its individual parts. and delivers best value.
- Collaborate with place and interest-based community, voluntary, faith. and leisure groups, to reduce loneliness and isolation.

## **Our Commitment**

- We are committed to working closely with our partners in the third and independent sectors to re-shape the landscape of community health and social care provision. This will deliver the best possible services for people in Orkney, right now and in the future.
- We continually analyse the needs of our communities to ensure that we can develop strategic priorities that will meet those needs and will actively share demand and demographic information.
- We will engage with providers to learn how we can support them to overcome perceived barriers to planning and implementing new care models.

By being clear with providers about how we will intervene in the market, about how we will allocate funding in the future and what services we will invest in, and about what support and advice we can give, we hope to drive effective change that will allow us to both achieve a balance in the supply and demand for services and improve the overall availability and quality of services.