



Facilitation Case Study (Jonathan Dudding)

Client: Torbay District Council
Sector: Health (Provision of Domiciliary Care)
Context: The provision of care at home is overseen by the District Council, working with the NHS, private sector care providers, voluntary and community sector bodies. At the time of us being brought in (December 2017), the principal contract was with a national provider, who managed the commissions and subcontracted other providers to deliver the services.
Participants: All the key stakeholders in the provision of domiciliary care in Torbay, including different parts of the District Council, private sector providers, the NHS and various external bodies brought in to advise and support the local initiative and to share learning
Length of Intervention: From December 2017 to date, currently contracted until March 2021.
Rational Aim: To work with stakeholders involved in the provision of domiciliary care to transform the system to provide better care for clients, better care of staff, and better capacity for all
Experiential Aim: To broaden and strengthen the ownership of the service across all stakeholders; To strengthen relationships and collaboration between stakeholders
<p>Main methods used: Our role is to work with the Transformation team within Torbay District Council to:</p> <ol style="list-style-type: none"> 1. Design and facilitation of the quarterly Care Collaborative Events (CCEs), bringing together the various stakeholders to review progress, discuss issues and make plans 2. Provide ongoing advice and support to the team on how they guide and manage the transformation process between events <p>In this context, the main method being used is ORID, both as a design framework and for structuring sessions and Focused Conversations. The Consensus Workshop has also been used twice in the process with different groups (to define a vision and clarify criteria for projects to receive funding)</p>
<p>To what extent has the process succeeded in meeting the intended aims? Over the past two years we have seen a dramatic change in the relationships between the stakeholders, moving from a place of mistrust and competition to much closer collaboration and openness.</p> <p>As a direct result of this the new contract for the provision of care at home services has been awarded to a range of providers (both local and national), cutting out the “middle man” that was there before. Further, the procurement contract has been amended to reflect the new</p>

levels of collaboration and the overall desire for transformation, building in requirements to attend the CCEs and incorporating Key Performance Indicators that measure not just performance but the transformation process as well. Levels of collaboration between providers has increased significantly, particularly (but not exclusively) during times of winter pressure.

The facilitative approach taken in the CCEs and in the overall process has been praised for its contribution to these changes. By ensuring all voices are heard and listened to, by creating spaces for stakeholders to discuss the topics important to them, by demonstrating that suggestions made by providers et al have been actioned. In particular this type of approach was adopted by the Procurement team in the Council in the development and awarding of the new (April 2020) care at home contract.

There is still a way to go, though. We are just at the beginning of the new contract and work will need to continue to ensure that the transformation process continues.