

THE DONCASTER COMPLEX LIVES ALLIANCE

OUR VISION FOR A WHOLE SYSTEM,
ACCOUNTABLE CARE PARTNERSHIP MODEL
TO SUPPORT PEOPLE WITH COMPLEX LIVES

JUNE 2017

1. INTRODUCTION

OUR LONG TERM VISION AND THE PURPOSE OF THIS SPECIFICATION

This draft specification is designed to inform the next stage of work to support the recovery, resettlement and social inclusion of people in Doncaster living complex lives. These are people with a combination of mutually reinforcing challenges including homelessness, drug and alcohol misuse, offending behaviour, mental ill health, poor physical health, including sex workers. People in these situations have often experienced childhood trauma, family breakdown, domestic abuse and other major life changing events.

Our goal is transform outcomes for people with complex lives, for the families and communities in which they live and for Doncaster's Town Centre, which is affected by the issues surrounding this group. In doing so we expect to reduce the disproportionate demand and cost of public services which this relatively small group of people cause.

The specification sets out a 'whole - systems approach' to achieving these objectives through the development of an Accountable Care Partnership model, underpinned by an integrated, holistic service offer that is person centred and asset based, that emphasises prevention and early intervention, and that manages demand through proactively identifying, engaging, supporting, and accommodating people living complex lives, allowing them to integrate, over time, into mainstream society.

We have referred to this Accountable Care Partnership approach as the Doncaster Complex Lives Alliance, within which organisations have different but complementary roles, for some in strategic planning and commissioning, for some in operational delivery, and for others in community level voluntary and peer support.



The specification sets out:

- THE JOURNEY SO FAR - Our work over the last 9 months to prototype a new complex lives service model, and where this has taken us.
- WHERE WE ARE GOING - Our vision for a whole systems approach underpinned by a person-centred, asset based service model:
 - Whole systems approach. An accountable care partnership model, delivered by the Doncaster Complex Lives Alliance.
 - Person centred, asset based service model. The service model the Doncaster Complex Lives Alliance will be asked to deliver, including the key operational and enabling features. The development of this model will occur over the medium term - two to three years. However we also suggest what 'getting started' should look like - with a set of proposed day 1 requirements for the key elements of the model - to enable momentum generated from prototyping work to continue, and to meet pressing needs.
- THE NEXT STEPS IN OUR JOURNEY - A forward look at how the model can develop to scale up the breadth and depth of joint commissioning and delivery over the next 2-3 years in managed phases.

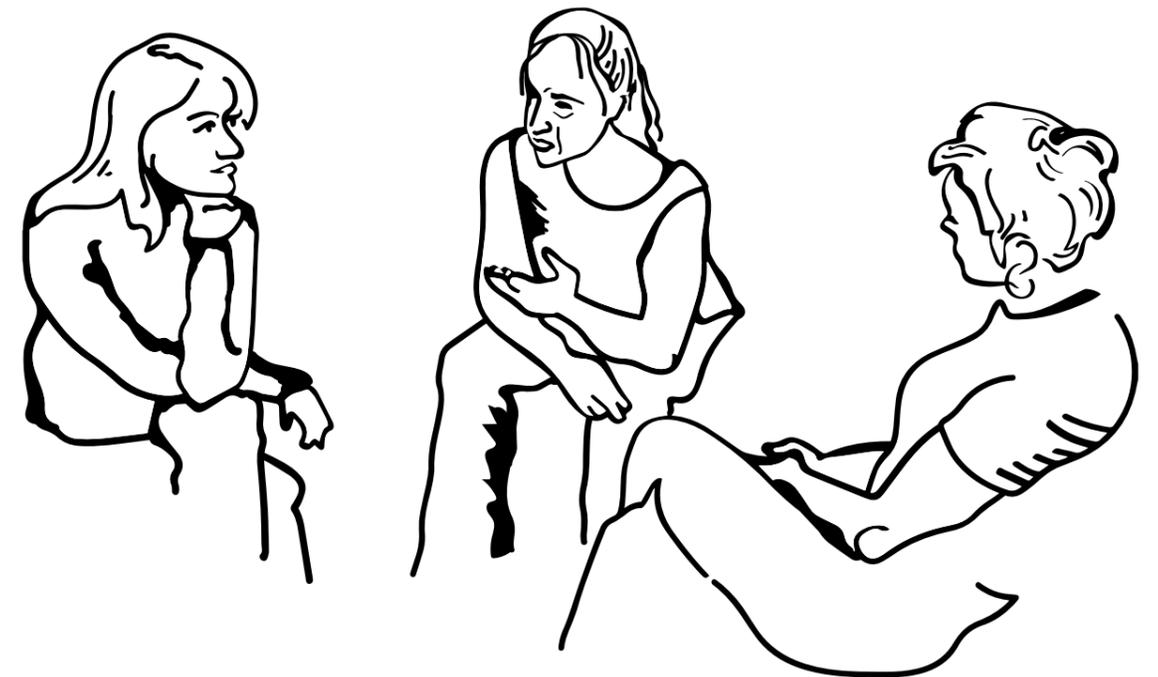
What follows is not intended to be prescriptive - it does not set out a detailed blueprint for a new complex lives model that will need to be followed to the letter. Rather it represents an operating framework that members of the Complex Lives Alliance will work together to develop and deliver over the next months.



We are seeking feedback on our vision, both in relation to the accountable care partnership model (and the roles that partners are being asked to play within it), and the person-centred, asset based service model. We believe that the work we have started has the potential to transform the lives of the most vulnerable in our communities, and we believe that we can make progress fast if we all work together.

You can contribute in a number of ways:

- Help us to shape the whole system approach. We suggest a follow up conversation to work through the implications of a whole systems, accountable care partnership model.
- Help us to shape and refine the person centred asset based service model, and in particular the outcomes that this service model should be seeking to deliver. We will be holding a workshop to shape and refine the outcomes for the service. Please come along.
- Lend us your energy. We want as many people as possible to be engaged in driving forward this work. We will be convening a Doncaster Complex Lives Alliance workshop for all partners in the Autumn to kick off the next phase of the work. Get involved, and spread the word.



2. THE JOURNEY SO FAR

PROTOTYPING A NEW OPERATING MODEL FOR PEOPLE WITH COMPLEX LIVES

In September 2016, improving outcomes for people living complex lives was selected by Team Doncaster as the focus of prototype work to test new collaborative and citizen centric delivery models.

The prototype focused on charting the way for a new 'Team Doncaster' operating model. This work has certainly not been a theoretical drill. It has taken place in real time, as the challenge of managing street homelessness and related issues has intensified in Doncaster, making ever more clear the need and urgency of multi agency effort. It has confronted head on the need to disrupt 'business as usual', moving beyond our organisational and disciplinary silos.

A multi agency assertive outreach and engagement team was pulled together and work was taken forward through a highly collaborative effort, including front line outreach triage and case management, stakeholder workshops, and support for action learning and model design from the Innovation Unit. The team has worked tirelessly to generate a clear picture of the cohort, to understand their needs and back stories, and to manage the cases in a joined up way. Alongside this, the Innovation Unit provided support to produce a series of ethnographic profiles of service users. By working closely with agencies and volunteers involved, we started to build an honest picture of the system in which we were operating, as well as a clear sense of the kind of future system we wanted to build.

The process has generated a strong collective energy, enthusiasm and specific design ideas for a collaborative delivery system for people living complex lives. The service has so far achieved results with very complex cases where many other attempts have failed. It has changed many lives already, and delivered hope and inspiration for others.

However, there is a long journey still to travel. The next stage is intended to deal with the limitations of the prototype model and build on its strengths, but also to provide more support in key areas of the system that the prototype has not addressed, in particular the nature of accommodation and support options, and the focus on preventative work.

WHERE WE WERE

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Every time you do an assessment you see a different person and you tell your story again and again.

People who lived very complex lives often slipped through the cracks in services. They saw different services at different moments and no one organisation or professional was clearly responsible for providing them with all of the support they needed. In some cases inconsistency has bred a degree of mistrust and often prevented real engagement with services.

“

If I can give anything back, I will...but you lose your identity, I don't know what my hobbies are - I haven't been myself for so long.

Support to people living complex lives was limited and difficult to access. It rarely focused on helping people to overcome their obstacles AND pursue their aspirations. It missed the things that people cared about most - connection with friends and family and work that provides purpose and meaning.

“

I don't want to be washing my hair under the sink when no-one's looking. I want somewhere... I dunno... clean, warm, happy, a good atmosphere, loving, warm and nicely decorated.

There was limited accommodation options available to people living complex lives. Accommodation that was available was sometimes unsuitable to their stage of recovery and did not always take into account either their longer term needs, or their short term preferences.

The complexity of people's needs was not always able to be met by a coordinated offer between housing and other support services, like drugs and alcohol and mental health support.

WHERE WE ARE NOW

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If it wasn't for the assertive outreach team, I would still be on heroin. But now I can see my kids. And I'm confident I will get a house of my own and my kids back.

There is a single assertive outreach and case management team that has a firm grip of a large cohort of people with complex lives in Doncaster. They are building trusted relationships that get to the bottom of people's complex needs and help those who are currently sleeping rough to achieve a degree of stability. This is an interim measure and the team lacks both capacity, and the full range of resources and skills necessary to support people living complex lives over the longer term.

“

We need services going out onto the streets - mental health, medical, drugs and rehab, counselling and recruitment, and drop-ins for doctors and dentists.

The assertive outreach and case management complex has limited options, both in terms of the support they can provide themselves and the support they can introduce their clients to. The support that is available is more often than not focused on the individual's needs, rather than their strengths or longer term aspirations.

“

My keyworker took a step back, sat down with me, put things in the right order. He helped me to have this place!"

There is better collaboration between the complex lives team, and supported housing providers, working with a range of accommodation providers to make options available. The accommodation offer still needs development to meet changing demand and needs both in terms of short term hostels and supported accommodation, as well as longer term independent living options.

This work has also generated a stronger focus on 'move-on' and worked to improve consistency and quality of joining up between services. This can be developed further to offer wrap around support in an accountable way to people with complex needs as standard across their accommodation situations

WHERE WE WERE

There was no single approach to the management of cases of people with complex lives - information was spread across services and not pulled together or shared systematically. Organisations would identify data sharing constraints as a barrier.

WHERE WE ARE NOW

There is now a consolidated view of the cases of a cohort of around 80 people with complex lives, all held in one place, shared securely between partners using information sharing protocols. However there is no single IT case engagement system, which would help coordination and information flows.

“

There's no service that works with another service that will help you. I got all the help of out [my keyworker]. But services can't provide her. It's just impossible. She did it off her own back. Services can't do it because of the red tape and that stuff...

There are real barriers to people living complex lives moving on, many of which are practical - a bank account, a phone, a place to send your mail. Small things that to most people seem to be pretty insignificant can be the difference between recovery and relapse.

The assertive outreach and case management team has had to innovate and make use of various funding sources in order to enable practical barriers to be addressed. However these are not dedicated funds or easy to access, or at the scale required to deal with the level of needs.

“

Because I' adopted I had to buy a birth certificate from adoption register and you have to do it with a bank card. How many people do I know on the streets are homeless with a bank?!

There are many people whose housing situation, employment or mental health are fragile and who are at risk of becoming homeless. These people are rarely on anyone's radar, let alone receiving the support that might prevent them from slipping into crisis.

The assertive outreach and engagement team has its hands full working with those individuals who are in more chaotic situations often bouncing about between street homelessness and hostel accommodation. They don't have the capacity to work with people whose needs are at risk of escalating. Across partners there is no joint approach to risk stratification that allows them to identify people who are most at risk.

“

My kids were taken away because they saw too much domestic violence towards me...I thought heroin would take away the pain. It didn't, and then I got addicted too fast.



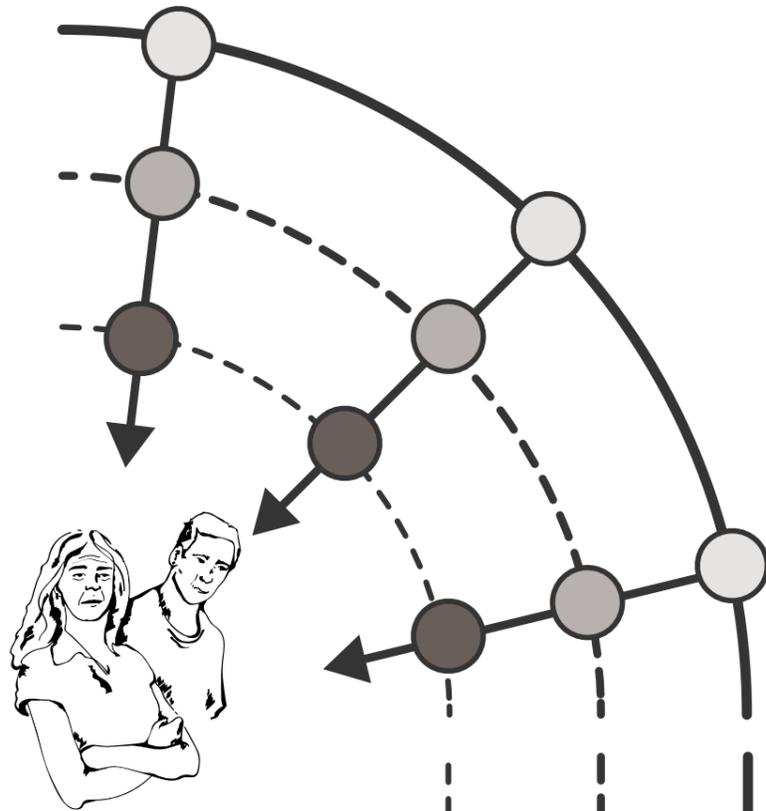
3. WHERE WE ARE GOING

OUR VISION FOR A WHOLE SYSTEMS APPROACH UNDERPINNED BY A PERSON-CENTRED, ASSET BASED SERVICE MODEL

A WHOLE SYSTEMS APPROACH - The Doncaster Complex Lives Alliance represents those organisations who have played an active role in developing this vision. Currently the alliance is an informal collaborative of people and organisations committed to realising our collective vision for people in Doncaster living complex lives. It includes all of those organisations who have contributed time and effort to the last six months of prototyping.



As Team Doncaster progresses towards accountable care arrangements, we believe that the complex lives alliance is well placed to pave the way for other transformation programmes within the place plan, by making the transition from informal arrangement to accountable care partnership model:



COMMUNITY SUPPORT

A wider ecosystem of organisations and individuals providing support to people living complex lives. This support is both formal and informal, commissioned and emerging directly from the community. This ecosystem also creates present a platform for engagement with the views and experiences of people living complex lives.

OPERATIONAL DELIVERY

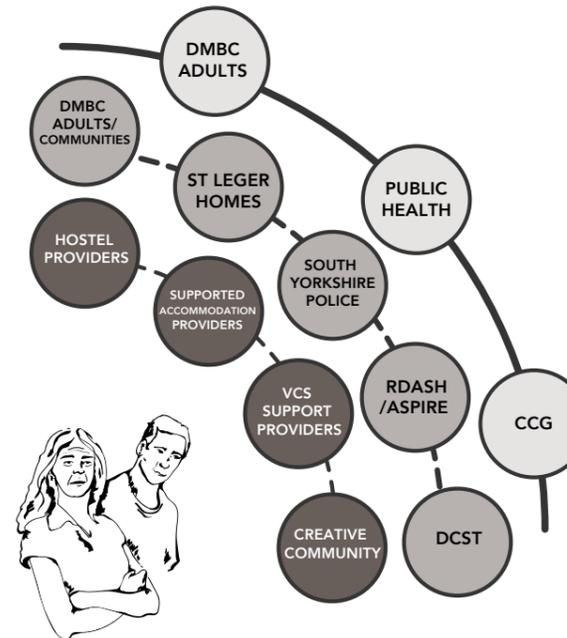
Integrated delivery by key organisations with joint responsibility for operationalising the whole systems specification, and delivering against the outcomes framework. Commissioned through a single contract that creates room for innovation whilst ensuring shared accountability.

STRATEGIC PLANNING AND COMMISSIONING

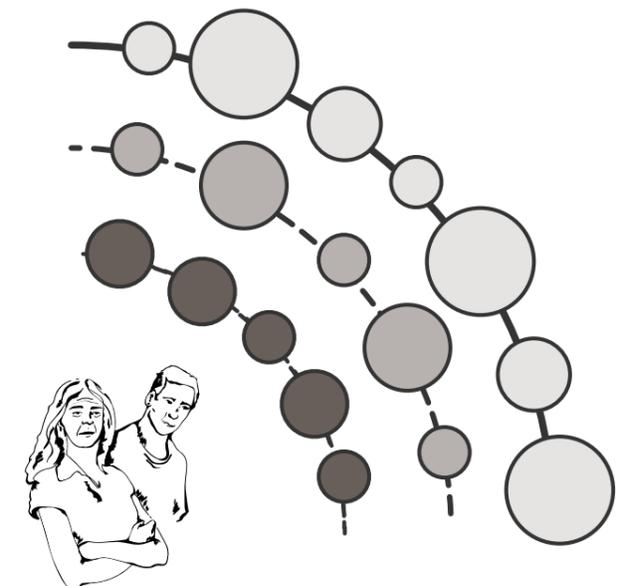
Joint investment in improving outcomes for people living complex lives, and those who are on the edge of complexity, whilst reducing demand on acute health and social care settings. Underpinned by a clear outcomes frame and a whole system operating model (both codesigned by the alliance itself).

The membership of the Doncaster Complex Lives Alliance is not fixed. Over time we expect membership to grow, at each of the three levels set out above. In the short term, the Alliance will be made up of a core group of organisations who have statutory responsibilities for the cohort and have been heavily involved in the prototype. As the Alliance develops its approach to working with people who are at risk of sliding into complexity - for example vulnerable care leavers and prison leavers - a wider group of organisations will be invited to contribute as both commissioners and providers.

These are the Alliance partners who will drive the development and launch of the joint commissioning and joint operational delivery in the next stage of the complex lives whole system model in 2017.

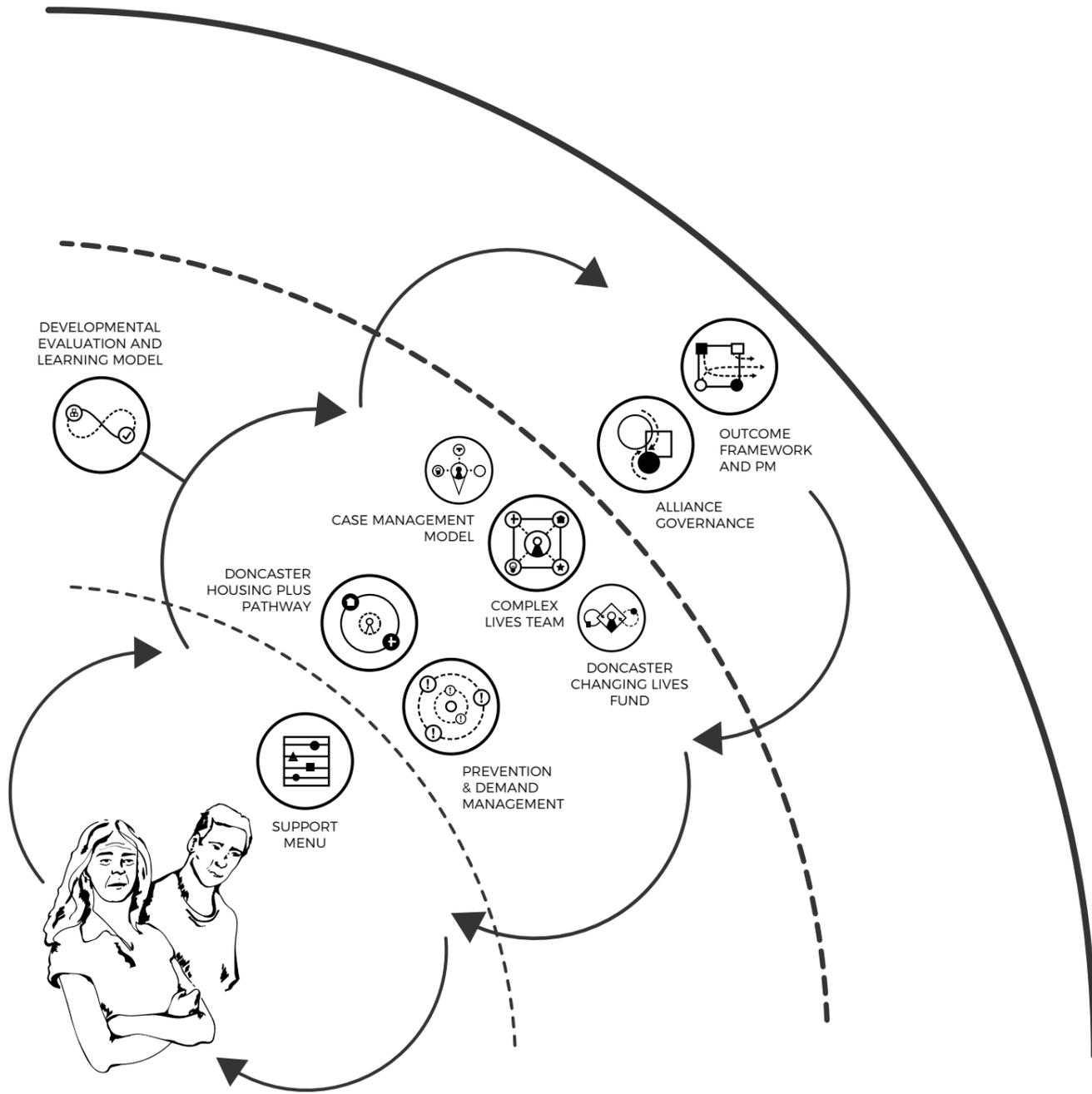


Membership is not fixed, and will change and grow over time



A PERSON CENTRED, ASSET BASED SERVICE MODEL

The following describes a set of core operational and support that features together make the most of the skills and experiences of partners across the Doncaster Complex Lives Alliance, as well as within the community. Critically, the model builds upon the progress that has already been made through the complex lives prototype, formalising delivery arrangements, whilst attempting to stretch the model such that it delivers on the long term ambitions of the alliance:



The tables that follow describe two things:

1. The long term vision for the complex lives service model, in relation to the core operational and support features set out below, and in the diagram to the left:

OPERATIONAL FEATURES	SUPPORT/ENABLING FEATURES		
	Complex Lives Team - case management capacity		Case Management model - process and ICT system
	Complex Lives Asset Menu - support services		Outcome Framework and Performance Management
	Doncaster Housing Plus Pathway - accommodation options		Developmental Evaluation and Learning model
	Doncaster Changing Lives Fund - to remove barriers		Alliance Governance - to support collaboration
	Prevention & Demand Management		

2. The version of the service model that the Doncaster Complex Lives Alliance will be asked to deliver from day one (beginning of October 2017).

OPERATIONAL FEATURES



COMPLEX LIVES TEAM:

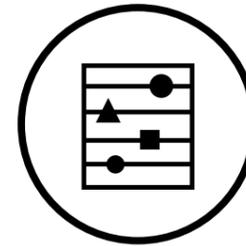
A core of dedicated front line outreach and case workers, providing capacity to identify, engage, triage, and provide a strong accommodation and support plan for people living complex lives - focused on recovery, resettlement, empowerment and inclusion.

LONG TERM VISION

- The team will comprise a core group of staff who are responsible for outreach, engagement and the management and coordination of work with people living complex lives.
- They are 'all - rounders' - generalists with key skills in creating relationships and trust, with experience of managing interdependent issues like homelessness, drug and alcohol addiction, mental ill health, offending behaviour and the chaotic and complex lifestyle issues surrounding this.
- The team will have a core membership with a number of connected elements:-
 - Engagement and outreach - making connections with people on the streets or in vulnerable/unstable accommodation situations and supporting them to access services and support.
 - Making Every Adult Matter case - workers - managing and coordinating very complex cases, with small caseloads of approximately 5-7.
 - Navigators, managing and coordinating less complex cases, with larger caseloads of 15-20.
 - Amber workers - with a specialism is supporting sex workers (employed by Changing Lives).
- The core team will work with a wider group of associate specialist staff from other disciplines, for example drugs and alcohol, mental health, key workers in supported housing and floating support, welfare benefits and employment support - who will both deliver work directly to people living complex lives and act as consultants to case managers.
- The complex lives team will be the consistent point of contact for people living complex lives and their champion in co-defining their assets, needs and outcomes. They work flexibly and provide personalised responses to individual strengths and needs - a strongly asset based approach. They start by seeking stability, whilst trying to reconnect people into their networks (using the three conversations model), drawing upon an ecosystem of formal and informal support available in the community (see below).
- When crisis occurs the team manages step up into acute settings, ensuring the person maintains their connection into the community and is discharged as quickly as possible.
- They take a proactive approach, seeking to activate demand, meeting and working with people where they are. Their working hours go beyond a 9-5 window.

GETTING STARTED: WHAT DAY 1 LOOKS LIKE (1 OCT 2017)

- Shadow collaboration agreement in place to deliver service between a core group of delivery partners charged with delivering the service model - DMBC, St. Leger, RDaSH, Aspire (drug and alcohol services), Doncaster Children's Services Trust and South Yorkshire Police as the core front line partners.
- Multi - agency assertive outreach and engagement team in place with clear brief as part of wider team (already in place secured to 31/3/18).
- Funding in place to enable recruitment of MEAM workers (3) and Navigators (3) - (already secured via Homelessness support grants).
- MEAM workers and Navigators recruited, inducted and started in post.
- Amber project re-commissioned, delivered as part of the Complex Lives Team (Amber delivered by Changing Lives).
- Associate membership identified, responsible managers confirm support, specialist staff briefed, communication lines and working protocols clear.
- Operational model and line management and accountability arrangements agreed between partners.



COMPLEX LIVES ASSETS MENU:

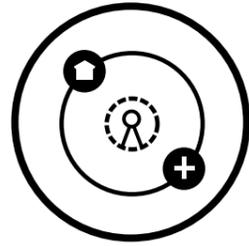
An ecosystem of formal and informal community and service based support, focused on helping people living complex lives to stabilise, resettle and recover. Support is focused on everything from reconnecting with friends and family (where appropriate), broader community support, and maintaining positive relationships, to employment training, building life skills and other activities and routines that can help stave off boredom and develop positive habits.

LONG TERM VISION

- There is a very clear menu of responsive and appropriate support options available to the Complex Lives Team.
- The menu is easily accessible, including an online directory/mobile accessible app format - includes access routes, key contacts.
- The menu includes a mixture of a) support commissioned directly by the Alliance from the VCS community, and b) peer and community led support for recovery, making direct use of the experience and perspective of people who themselves have experience of complexity. The latter might be commissioned by the Alliance but will also emerge directly from communities, supported by small grants from the changing lives fund (see below) and Team Doncaster's innovation hub (as referenced in the Doncaster Growing Together plan). The complex lives team will have a direct role in stimulating this sort of grassroots innovation.
- The Team are able to identify with their clients the right support among the wider web of services available and they have the right connections and influence to broker timely access to them. This support is geared towards stabilisation, resettlement, recovery and inclusion.
- Feedback from the the Complex Lives Team and current and former users of services will be able to directly influence commissioning and design of services.
- Through the adoption of a developmental evaluation and learning strategy (see below), the Complex Lives Alliance is able to constantly review gaps in this ecosystem and inform commissioning of support, working collaboratively with the VCS organisations and the rest of the community.
- Complex Lives Alliance will convene a summit focused on inviting the community and services to generate new ideas to enrich this menu of support in the Autumn.

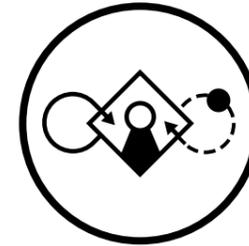
GETTING STARTED: WHAT DAY 1 LOOKS LIKE (1 OCT 2017)

- Menu of mapped 'as - is' support services is available and easily accessible to the Complex Lives Team and key workers across support agencies.
- Support services aware and fully briefed on Complex Lives Alliance, objectives and requirements.
- Clear plan agreed to strengthen links between services, identify and fill most urgent gaps through development and commissioning activity.



DONCASTER HOUSING PLUS PATHWAY:

An accommodation and support pathway that builds from the needs and aspirations of people living complex lives, managed as a highly coordinated system directly by the Complex Lives Alliance, with a 'move in, move - on' culture.

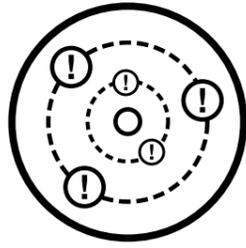


DONCASTER CHANGING LIVES FUND:

A support fund that can enable rapid removal of practical barriers to progression for people living complex lives.

LONG TERM VISION	GETTING STARTED: WHAT DAY 1 LOOKS LIKE (1 OCT 2017)
<ul style="list-style-type: none"> Commissioned by the Alliance and designed to operate alongside and with the support of the Complex Lives Team, the model is a Doncaster adaptation of the Housing First model - which considers Housing as a basic human right, and provides wrap around support on a highly assertive but non-conditional basis. The Doncaster model will ensure a range of hostel, supported accommodation and move on options are in place to meet needs, managed as a pathway - with a single, coordinated point of access to ensure people are routed to appropriate support. More appropriate dispersed community based accommodation will be available with support services integrated by design. This will be a pathway of graded and flexible accommodation all with an assertive support offer, the goal of which is to move people into ever greater independence, but where accommodation is not conditional on take up of support (but is subject to general tenancy conditions). In all accommodation clients will work with their case manager from the Complex Lives Team or key workers around regular cycles of action and reflection in a consistent and quality controlled way. Once a person has achieved stability, they create their long term plan focussed on recovery and reintegration. Step up and step down are facilitated as necessary. This provides personalised responses rather than following standardised pathways. The pathway and its coordination will ensure that where street homelessness occurs a 'No Second Night Out' policy can be upheld, where a person is stable but still in need of intensive support the right supported accommodation is easily accessible, and where a person is ready for greater independence they and the complex lives team have options available in the community. 	<ul style="list-style-type: none"> An interim homelessness pathway is in place based on current services (Draft developed already by Homelessness Support Partnership work). A single point of access function is in place as an enhancement to the St Leger Housing options Service - routing people to appropriate accommodation and support (Funding agreed from Homelessness Support Grants). The current range of hostels and supported accommodation provided with clarity and stability about contract situations. Adequate provision of direct access beds, temporary accommodation and move - on accommodation is available to manage demand as cold weather approaches. Arrangements are in place with all providers to ensure that effective and consistent move on plans and procedures are working - including training and development support for providers where required.

LONG TERM VISION	GETTING STARTED: WHAT DAY 1 LOOKS LIKE (1 OCT 2017)
<ul style="list-style-type: none"> The Fund operates as an easily accessible but accountable direct resource, available to people living complex lives supported by the Complex Lives Team and key workers acting in a support and advocacy role - i.e the initiative and commitment to resolve the issues concerned comes from the individual. It provides small amounts to deal with incidental items (phones, haircuts etc..) or mini - grants to help people with move on - i.e. furniture packs for people moving into independent accommodation or other individual requests for help. The Fund includes contributions from services and also the direction of funds from the anti - begging campaign - positioned as an alternative to giving to people who beg. 	<ul style="list-style-type: none"> Initial pump priming funding in place to make funds available to complex lives team operation (£15k for each of 2017/18 and 2018/19 already in place via DCLG rough sleepers grant) Collaboration agreed and in place with Changing Lives as neutral organisation to receive and distribute funds and manage accountability Changing Lives Fund established as designated route for giving as alternative to people who beg - includes collection points across town centre businesses Operating procedures and accountability arrangements in place - following Innovation Fund model from Stronger Families programme Fund existence, objectives and access routes communicated to accommodation providers, support services and relevant staff Quick win examples identified and publicised in soft launch of fund as illustrations of range and value of fund.



COMPLEX LIVES PREVENTION AND DEMAND MANAGEMENT:

The Alliance will over time shift the balance of its focus on tertiary prevention to secondary prevention and managing the flows of demand for acute services. This includes a proactive approach to engaging with latent demand in the system - 'opening - up' the system to demand at secondary prevention level, to prevent it escalating.

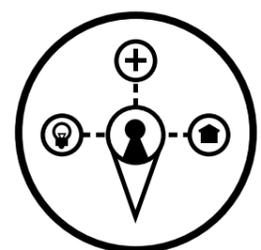
LONG TERM VISION

- The initial focus of the Complex Lives model is on tertiary prevention - ensuring effective resettlement of people living complex lives and reducing the likelihood of them re-entering the system on a revolving door basis.
- However, the Complex Lives Alliance model must place an increasing emphasis over time on secondary prevention and managing demand coming into the system - otherwise it will continually 'fill - up' at the acute end of services.
- This will focus on a number of dimensions of secondary prevention including:-
 - Work with individuals and families in unstable accommodation situations, with homelessness prevention work that follows the 'Doncaster Housing Plus' wrap around model;
 - Work with young people at risk of homelessness, including care leavers;
 - Pre-emptive work with Prison leavers;
 - A clear and effective approach with people newly arriving in Doncaster, with a focus on reconnecting people back with their networks and families, ensuring Doncaster does not act as a magnet for demand as a result of this model.
- The approach to managing demand should not be about limiting access to the system, but about finding ways to significantly open up and encourage people to self help and receive support at the secondary prevention level, taking an assertive approach. A separate short briefing, (developed by the Innovation Unit) is available explaining this approach in the context of the Doncaster Complex Lives Alliance.
- This work will include linking with others working with people at lower levels of need or key transition points - for example the Stronger Families Programme, DCST Leaving Care Team 18+ and prison release workers.

GETTING STARTED: WHAT DAY 1 LOOKS LIKE (1 OCT 2017)

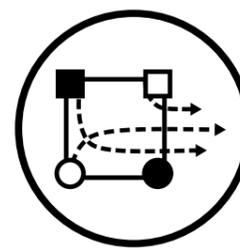
- Clear operational and joint working/ referral links developed with Stronger Families Programme.
- Clear operational and joint working/ referral links developed with DCST Leaving Care 18+ Team.
- Connections and plan/protocol with prison release services established.
- Joint identification of at risk cohort across partners (e.g. people in particularly vulnerable/unstable accommodation).
- Joint Plan in place to engage in and support highest risk cases.





COMPLEX LIVES CASE MANAGEMENT MODEL:

A case management approach that enables an assertive, strengths based, multi - disciplinary approach to delivering impact with people, incorporating professional practices, processes and the information technology solution to enable this.

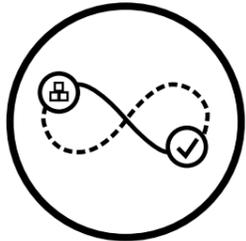


OUTCOME FRAMEWORK AND PERFORMANCE MANAGEMENT SYSTEM:

A clear, quantifiable way of identifying and measuring progress and distance travelled by people with complex lives on the journey to resettlement and recovery.

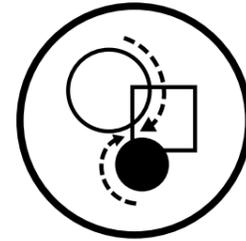
LONG TERM VISION	GETTING STARTED: WHAT DAY 1 LOOKS LIKE (1 OCT 2017)
<ul style="list-style-type: none"> • An integrated case management process - covering engagement, triage, risk management, assessment, case allocation, case management, case reviews, risk management, step up and step down • An approach based on identifying the assets and strengths of people with complex needs, as well as the issues that need to be addressed. This will use the 'three conversations' model embedded within plans for adult health and social care transformation - seeking first to reconnect people back to family and community support networks. • A model that enables personalised rather than standardised pathways. • A secure IT case management and communications system shared between the core team, partner agencies, peers and volunteers, providing a clear and up to date picture of a person's situation. 	<ul style="list-style-type: none"> • Partner agreement on single professional process of case management, with clear process maps showing how cases will be managed through stages of the journey (building on existing in place for prototype, based on Stronger Families programme). • Agreed documentation to support management of process identification, initial 'rapid - review assessment'. • Complex Lives Team case workers aware of and trained in use of assessment process and tools. • Interim IT ICT case management solution agreed with clear short term timeline for its introduction.

LONG TERM VISION	GETTING STARTED: WHAT DAY 1 LOOKS LIKE (1 OCT 2017)
<ul style="list-style-type: none"> • A clear set of tangible, progress measures for people with complex lives that provides a clear set of outcomes reflecting the real lived experience of people with complex lives - set out in an outcomes framework. • An outcomes framework for the whole system co - developed and owned by the whole Alliance membership - commissioners, providers, service users, community and voluntary organisations. • Incentives within a performance management framework that encourage collaboration with a focus on prevention, engagement, 'move - in and move - on' and sustained stability and inclusion in society/ community life • Clear and accessible performance dashboards and engaging methods of identifying and communicating key successes, challenges and issues to be addressed at whole system level and in component elements of the model 	<ul style="list-style-type: none"> • Version 1 of a whole system outcomes framework for the Alliance, promoting collaboration and focus on prevention, engagement, 'move - in and move - on' and sustained stability and inclusion in society/community life • Basis of measurement agreed and mobilised within performance management framework • Agreed routines for progress reporting and problem solving through programme governance (see below)



DEVELOPMENTAL EVALUATION AND LEARNING STRATEGY:

An evaluation strategy that focuses on collecting regular cycles of feedback from people living complex lives, those who support them and the community more broadly, supporting the ongoing development of the model and ongoing case making.



ALLIANCE GOVERNANCE:

Robust and progressive multi partner governance arrangements for the Alliance and for specific functions (commissioning and provision)

LONG TERM VISION	GETTING STARTED: WHAT DAY 1 LOOKS LIKE (1 OCT 2017)	LONG TERM VISION	GETTING STARTED: WHAT DAY 1 LOOKS LIKE (1 OCT 2017)
<ul style="list-style-type: none"> • Ongoing learning and reflection on both outcomes and process, supported by robust data collection through the information system and an action learning culture, striving to continuously iterate and improve the service. • An evaluation strategy to monitor distance travelled, progress towards outcomes and user experience and to compile a cost benefit analysis that underpins the business case for the service. • Ongoing action learning review and improvement of cross-agency collaborative working practices 	<ul style="list-style-type: none"> • Cohort baseline (severity of need, track record of involvement with services, assets and aspirations). • A learning and evaluation plan to monitor progress towards outcomes and develop a cost-benefit analysis for the service. • Identification of service gaps, feeding into vision for a more holistic and integrated support offer in the next phase. • Action learning methodology and routines for Complex Lives Team to review internal processes and effectiveness of collaboration with Team Doncaster partners. 	<ul style="list-style-type: none"> • A wide Alliance of stakeholders (including commissioners, providers of statutory and non statutory services and representatives of the wider community) who share the ambition to transform the lives of people with complex multiple needs in Doncaster and collectively shape the development of the whole system complex lives model. • A joint commissioning agreement and process, pooling resources together across different organisational budgets - extending beyond DMBC, CCG and Public Health to include criminal justice agencies and others where appropriate. • A Delivery Partnership for the Complex Lives service underpinned by a solid governance and contractual model, which: <ul style="list-style-type: none"> • Enables meaningful collaboration across partners and with the wider ecosystem • Drives innovation and fresh thinking • Creates shared accountability towards the goals of the service • Allows providers to maintain their own unique identify • Values all partners equally, however big or small 	<ul style="list-style-type: none"> • An overarching agreement between partners to support the Accountable Care Model (through Place Plan process) • A Programme Board to drive progress and accountability for mobilisation and delivery of the Complex Lives Alliance new delivery model and capabilities • A shadow joint commissioning partnership and supporting governance between DMBC adults and DCST, Public Health, and the CCG to oversee and agree the specification and 'shadow contracting' between 1 Oct 2017 and 31 March 2018, and formal contracting beyond that • A shadow agreement and supporting governance between strategic delivery partners (core of DMBC, St Leger Homes, RDaSH, Aspire, DCST and South Yorkshire Police) to support the mobilisation and operation and day 1 requirements and planning for formal contracted delivery beyond that.

4. THE NEXT STEPS IN OUR JOURNEY:

GROWING THE DONCASTER COMPLEX LIVES ALLIANCE (OUTLINE ROUTEMAP ONLY)

STAGE ONE - October 2017	STAGE TWO - January 2018	STAGE THREE - April 2018	
<ul style="list-style-type: none"> • Delivery of day one arrangements set out in this specification by the Doncaster Complex Lives Alliance, made up of existing core partners - in shadow partnership forms for commissioning and delivery. • Complex Lives Alliance, driven by commissioners, will kick off codesign of the longer term Housing Plus Pathways Offer, supported by Innovation Unit. • Complex Lives Alliance will kick off codesign of community led responses to the needs and aspirations of people living complex lives, supported by Innovation Unit. 	<ul style="list-style-type: none"> • Complex Lives Alliance, driven by commissioners, starts developing a formal contractual joint commissioning of the Complex Lives Team and the Housing Plus offer. 	<ul style="list-style-type: none"> • Formal integrated commissioning and delivery of Complex Lives Team and Doncaster Housing Plus Pathways Offer by a range of partners to be established over the course of the next year. 	<ul style="list-style-type: none"> • (Potentially) development progresses to commissioning of outcomes and direct commissioning of Housing Plus pathways offer and support services devolves to strategic provider partners

HOW CAN YOU GET INVOLVED?

- Help us to shape the whole system approach. We suggest a follow up conversation to work through the implications of a whole systems, accountable care partnership model.
- Help us to shape and refine the person centred asset based service model, and in particular the outcomes that this service model should be seeking to deliver. We will be holding a workshop to shape and refine the outcomes for the service. Please come along.
- Lend us your energy. We want as many people as possible to be engaged in driving forward this work. We will be convening a Doncaster Complex Lives Alliance workshop for all partners in the Autumn to kick off the next phase of the work. Get involved, and spread the word.





TD
Team Doncaster

 Innovation
Unit