

# Transformational Change through Ethical Commissioning

Research launch webinar

03 September 2024

Healthcare Improvement Scotland and Iriss

Supporting better quality health and social care for everyone in Scotland

# Welcome and introduction

Diana Hekerem, Associate Director, Community  
Engagement and Transformational Change, Healthcare  
Improvement Scotland

Dee Fraser, Chief Executive Officer, Iriss

Supporting better quality health and social care for everyone in Scotland

# Agenda

1. What is Ethical Commissioning?
2. Findings from the Blake Stevenson research
3. Findings from the Iriss research
4. Considerations and research conclusions
5. Questions

# What is Ethical Commissioning?

Des McCart, Senior Programme Manager, Community  
Engagement and Transformational Change, Healthcare  
Improvement Scotland

# Ethical Commissioning

1. PERSON LED CARE AND SUPPORT
2. HUMAN RIGHTS APPROACH
3. LIVED AND LIVING EXPERIENCE
4. OUTCOMES FOCUSED PRACTICE
5. HIGH QUALITY CARE AND SUPPORT
6. FAIR WORK PRACTICES
7. FINANCIAL TRANSPARENCY, SUSTAINABLE PRICING AND COMMERCIAL VIABILITY
8. SHARED ACCOUNTABILITY
9. CLIMATE AND CIRCULAR ECONOMY

# Findings from the Blake Stevenson research

Clare Hammond, Senior Strategic Planning Advisor,  
Community Engagement and Transformational Change,  
Healthcare Improvement Scotland

## **FALKIRK HSCP**

Adult care home  
framework for over 65s

## **SCOTTISH BORDERS HSCP**

Collaborative commissioning  
of care at home

## **WEST DUNBARTONSHIRE HSCP**

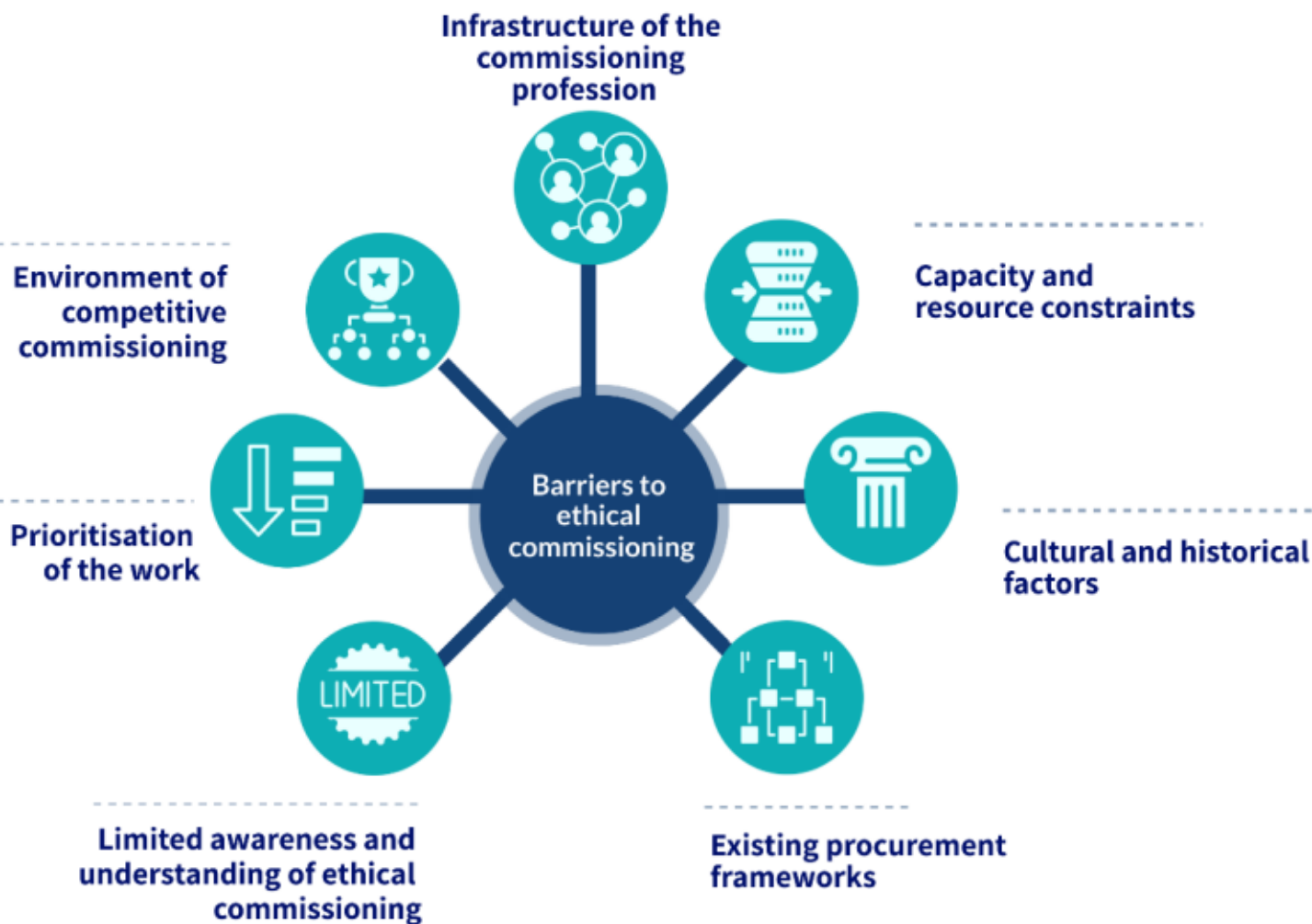
Adults with disabilities and mental health  
needs commissioning framework

## **EDINBURGH HSCP**

Public Social Partnership for  
Community Mental Health

## **CAYR SOUTH AYRSHIRE**

Developing care at home  
micro providers







**HOW DO WE INVEST IN ETHICAL  
COMMISSIONING?**

**HOW DO WE CREATE THE RIGHT  
CONDITIONS?**

**HOW DO WE USE EXISTING  
LEVERS?**

**HOW DO WE PROVIDE FINANCIAL  
STABILITY?**

**HOW DO WE ENCOURAGE  
LOCALLY SUITABLE SOLUTIONS?**

**HOW DO WE FOSTER INNOVATION,  
CREATIVITY, AND PASSION?**

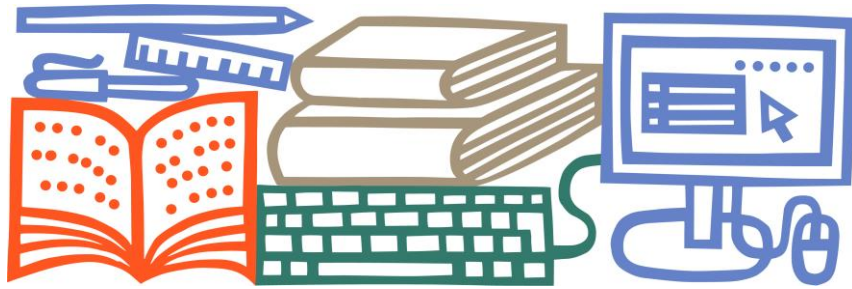
**HOW DO WE CREATE A COHESIVE  
COMMISSIONING PROFESSION?**

# Findings from the Iriss research

Dee Fraser, Chief Executive Officer, Iriss  
[Dee.fraser@iriss.org.uk](mailto:Dee.fraser@iriss.org.uk)

# Ethical Commissioning in drugs and alcohol services





About the  
study



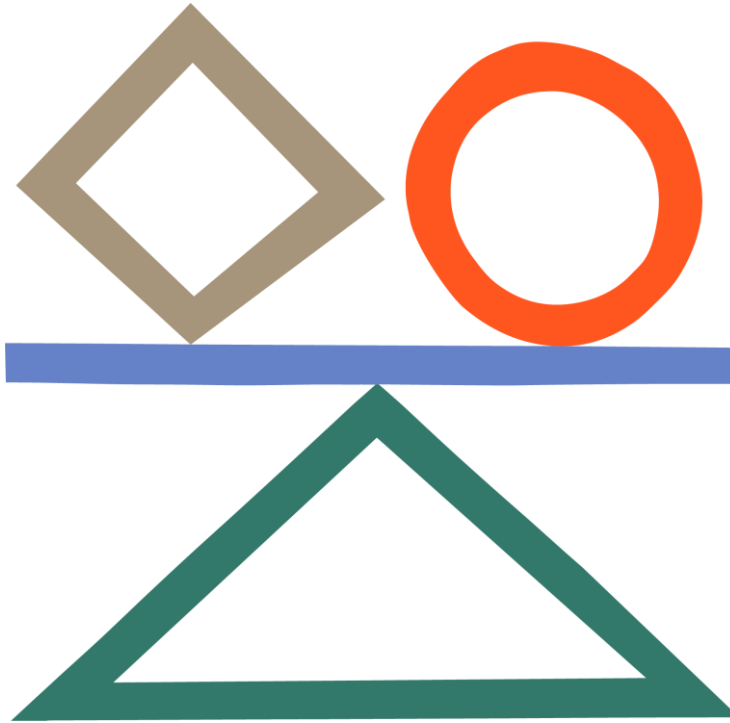
The Alcohol  
and Drug  
Partnership  
(ADP)  
context



The  
commissioning  
context



Is ethical  
commissioning  
possible?



## Types of ADP commissioner

- traditional
- outsourced
- systemic
- innovative
- radical



# Findings



## Case study: North Lanarkshire

“My part is literally - **bring the threads together**, get the right people around the table and weave them together”



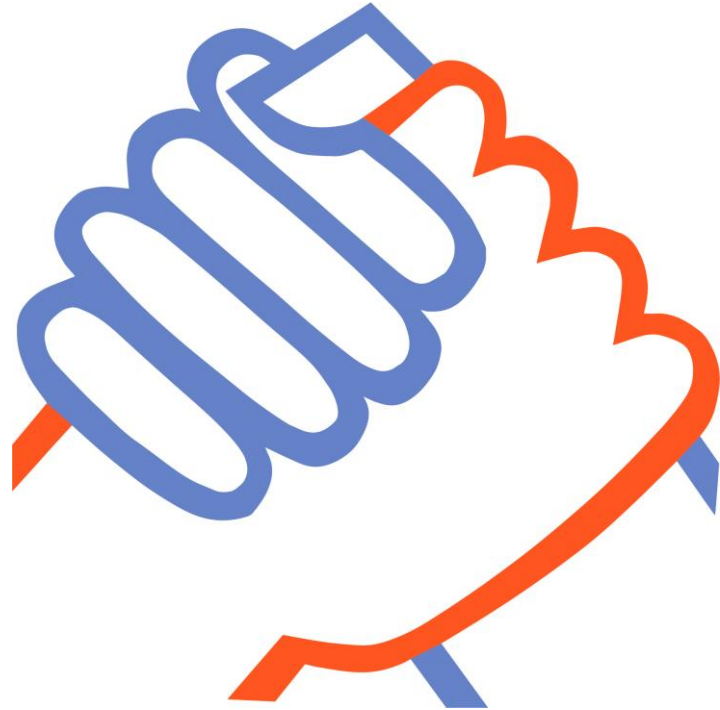
## Case study: Perth and Kinross

“If you’re doing  
something that doesn’t  
work, make it better for  
people **don’t just keep  
operating a failing  
system**”



# Case study: Stirling and Clackmannanshire

“In a very concrete way the people whose lives we’re trying to improve and whose outcomes we’re trying to improve [are] **all the time being disenfranchised and marginalised** and mistreated by what’s represented on the planning partnership”



# Recommendations





# Contact us

Dee Fraser (CEO)

[Dee.fraser@iriss.org.uk](mailto:Dee.fraser@iriss.org.uk)

Louise Bowen (Development Lead)

[Louise.Bowen@iriss.org.uk](mailto:Louise.Bowen@iriss.org.uk)

Intelligence |Improvement| Innovation

[www.iriss.org.uk](http://www.iriss.org.uk)

# Considerations and research conclusions

Clare Hammond, Senior Strategic Planning Advisor,  
Community Engagement and Transformational Change,  
Healthcare Improvement Scotland

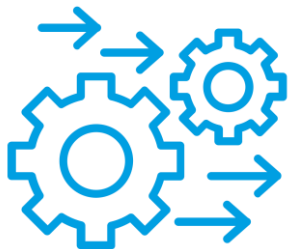
# Considerations and research conclusions



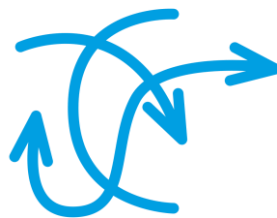
**INVESTING IN SKILLS  
AND RESOURCING**



**DEVELOPING LOCALLY  
DRIVEN SOLUTIONS**



**CHALLENGING SYSTEM  
FUNDAMENTALS**



**DRUG AND ALCOHOL  
SPECIFIC FINDINGS**



# Considerations and research conclusions



**INVESTING IN SKILLS AND  
RESOURCING**

# Considerations and research conclusions

**RELATIONSHIP  
MANAGEMENT**

**LEADERSHIP  
CAPACITY**



**COMMISSIONING  
PROFESSION**

**OPERATIONALISING  
ETHICAL COMMISSIONING**

# Considerations and research conclusions



# Considerations and research conclusions



**DEVELOPING LOCALLY  
DRIVEN SOLUTIONS**

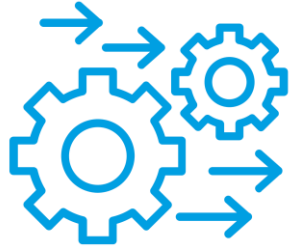
# Considerations and research conclusions

**START WITH LOCAL  
NEED AND UTILISE  
NATIONAL SUPPORT**

**BUILD THE  
MARKETS YOU  
WANT TO SEE**

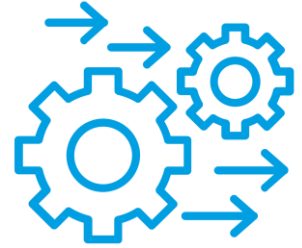
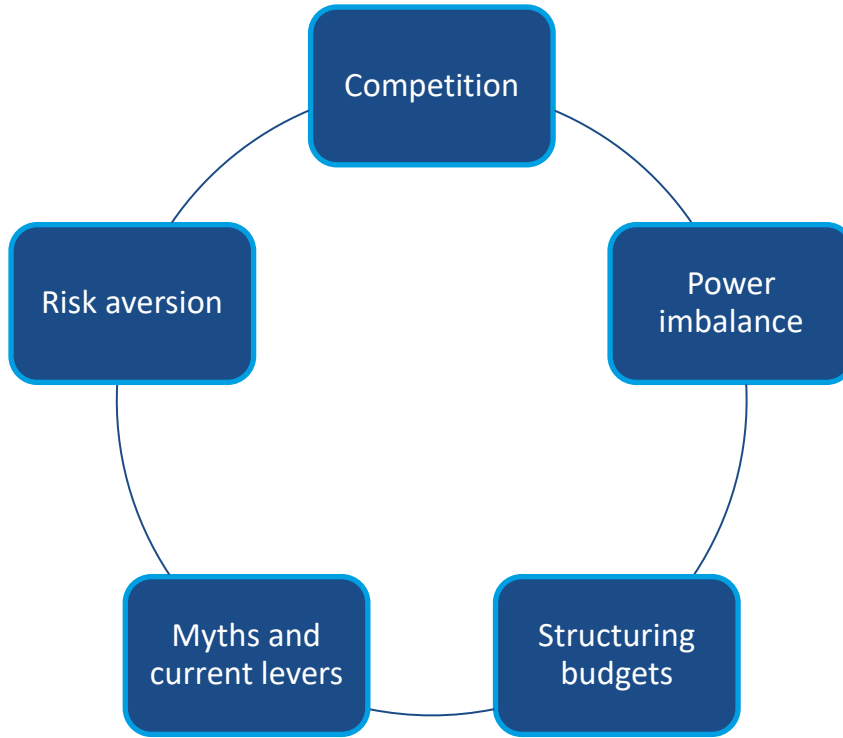


# Considerations and research conclusions

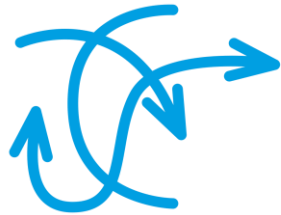


**CHALLENGING SYSTEM  
FUNDAMENTALS**

# Considerations and research conclusions



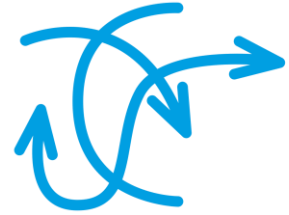
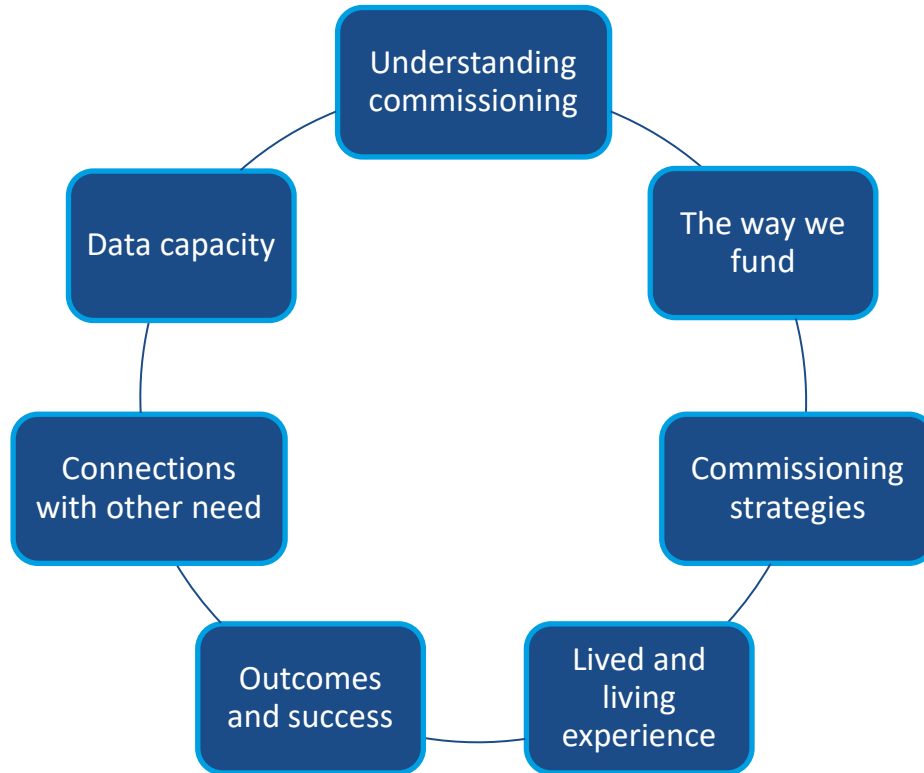
# Considerations and research conclusions



**DRUG AND ALCOHOL  
SPECIFIC FINDINGS**



# Considerations and research conclusions



# How to stay connected

Twitter: [@online\\_his](#)

Email: [his.transformationalsystemchange@nhs.scot](mailto:his.transformationalsystemchange@nhs.scot)

Web: [healthcareimprovementscotland.scot](http://healthcareimprovementscotland.scot)