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Certificate of Credit in Commissioning & Purchasing for Public Care

MODULE 3: SESSION 2

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Welcome back…

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Catch up or questions from yesterday

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Working online – hints/tips

Everyone enters on mute. Mostly stay on mute so we are not all talking at once

Use the chat to ask questions and make comments. This will be a dynamic learning experience

Turn on your video camera, please!

Unless you have a shaky connection! In that case, switch off your video

You will be going into breakout rooms, be prepared to be in rooms with 6 - 8 people

Raise your hand or click the hands up symbol if you want to speak in discussions

Be on time for breaks

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From theory to practice – the support process

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Accreditation: dates in diaries….

- **Enrolment by:** Friday 12th March ‘21
- **Support Session 1:** Thursday 18th March ’21, 9.30 - 11.30
- **Tutorial 1:** w/c Monday 12th April ‘21
- **Support Session 2:** Monday 14th June '21 9.30 - 11.00 ‘21
- **Support Session 3:** Tuesday 7th Sept‘ 21 9.30 - 11.00 ‘21
- **Tutorial 2:** w/c 20th Sept’ '21
- **Assignment Submission:** Monday 11th October '21

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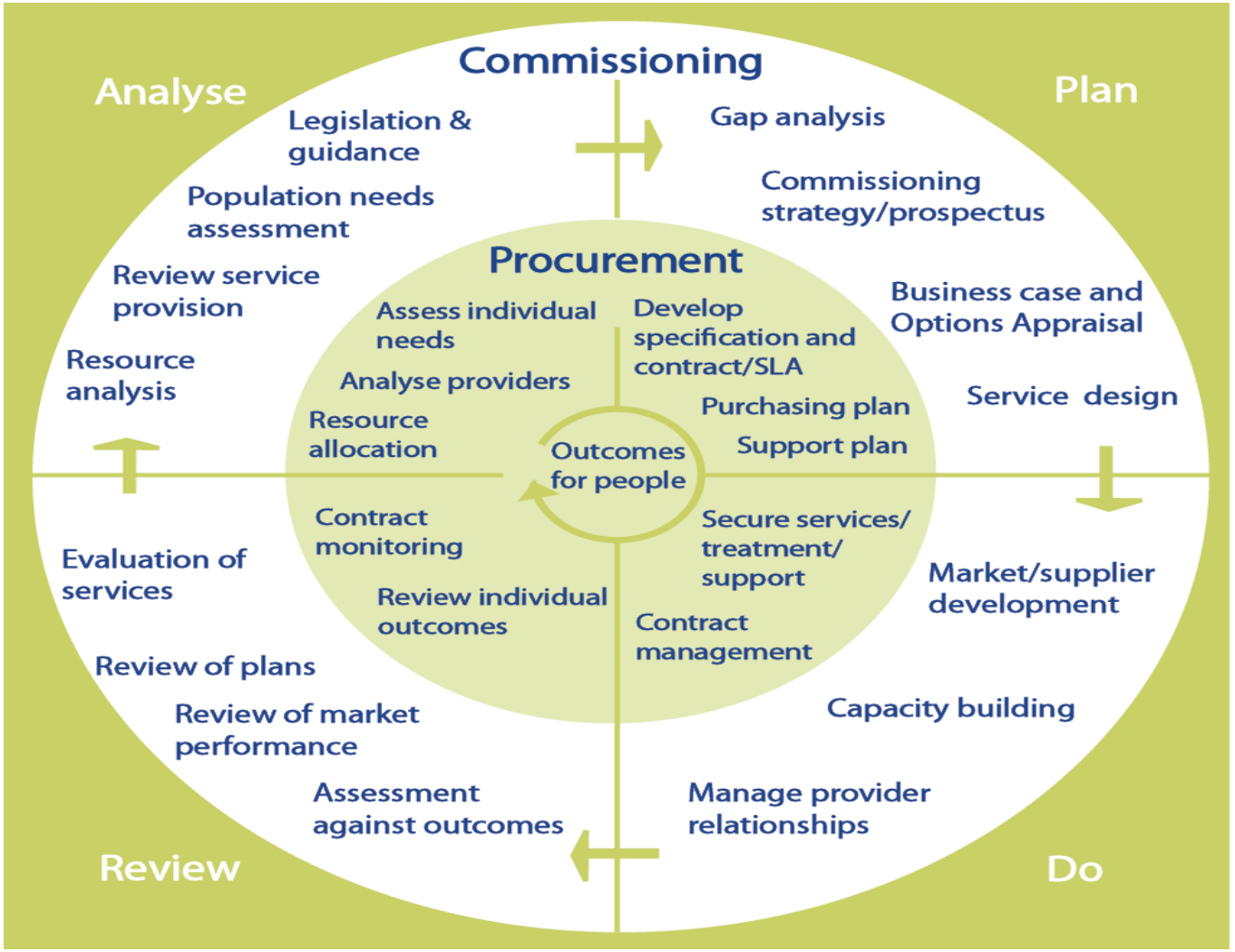

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Sessions 1 – 8 will cover

- The national and local agenda
- What is commissioning and how well are we doing it?
- Needs and resource analysis
- Planning and options appraisal
- Accreditation – overview
- Market shaping
- Commissioning for outcomes
- Service Specifications
- *Monitoring and review* - √
- *Contract Management* - √
- Person centred approach to commissioning
- Delivering change
- Commissioning skills

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Monitoring and Review

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Why is monitoring and review important?

Why is monitoring important?

How can monitoring not be beneficial?

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Why is monitoring and review important?

Having good quality information and analysis to:

- **Judge efficiency and effectiveness**
- **To provide challenge and look for continuous improvement**

Making decisions about inefficient, ineffective and unsustainable services:

- **Supporting and challenging**
- **Decommissioning and finding other provision**

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Effective monitoring and review

Performance Measures

↓

Monitoring and Reporting

↓

Evaluation

↓

Take Action

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How to choose performance measures

- What national measures do you have to collect or are set out?

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Measures that you use

- Where there are gaps in national information?
- What local measures do you already use to fill these gaps, and what else might you want to collect?
  - Does the performance indicator communicate the message clearly?
  - Does the indicator say something important about the objective?
  - Do you have quality data on a timely basis?
- Do you have an overview of what is collected from providers by the CQC, Ofsted, CCGs and the local authority?
- In the interests of efficiency, are you seeking to minimise duplication?

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Measuring/monitoring for outcomes

How much did we do?	How well did we do it?
# Customers served (by customer characteristic)	% Common measures: Workload ratio, staff turnover rate, staff morale, percent of staff fully trained, worker safety, unit cost, customer satisfaction: *Did we treat you well?*
# Activities (by type of activity)	% Activity-specific measures: Percent of actions timely and correct, percent clients completing activity, percent of actions meeting standards

Is Anyone Better Off?	
# Skills / Knowledge	% Skills / Knowledge
# Attitude / Opinion	% Attitude / Opinion including customer satisfaction: *Did we help you with your problems?*
# Behavior	% Behavior
# Circumstance	% Circumstance

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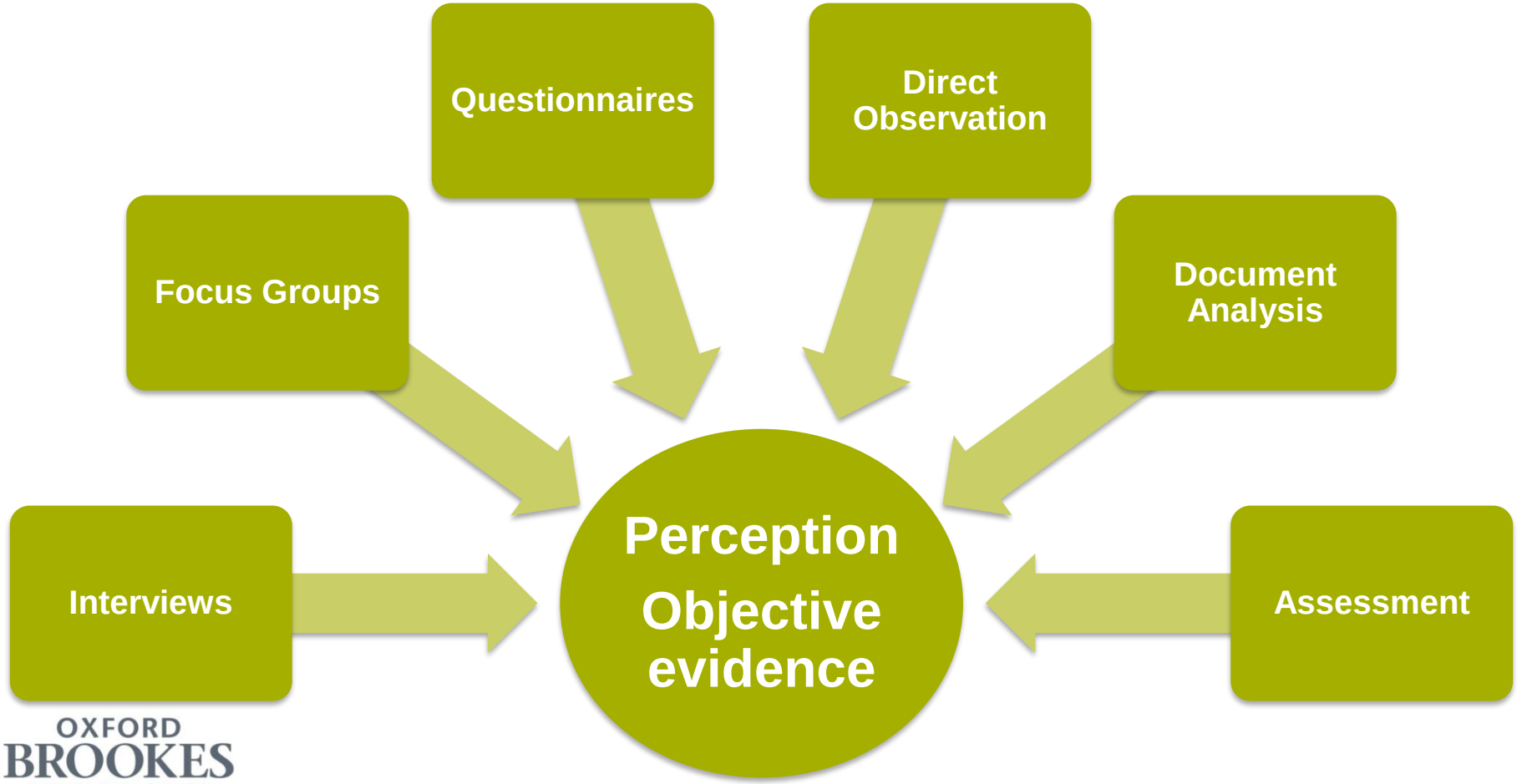
Mark Friedman 2005

Measuring outcomes



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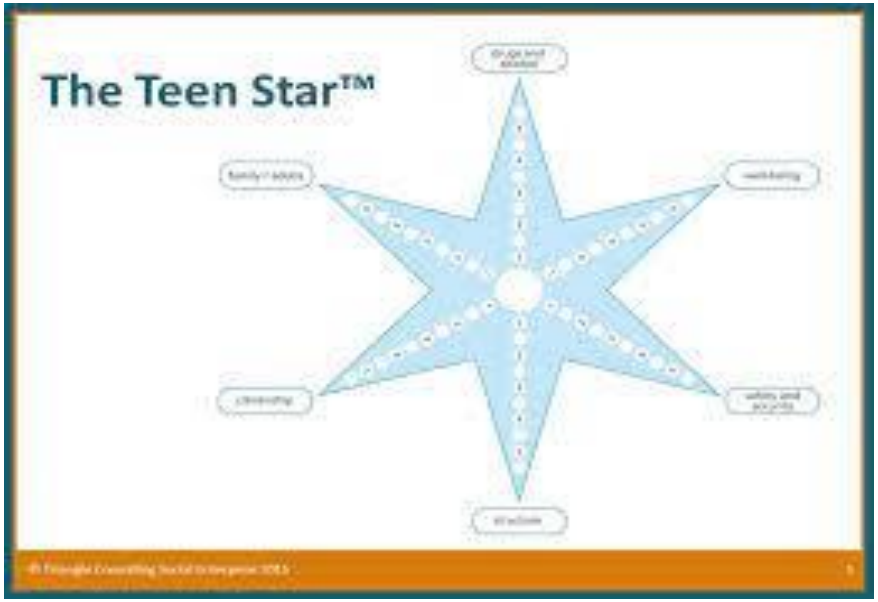
Example - outcomes star

- A tested and effective motivational tool, which services integrate into assessment and review
- Record where client is and how they progress in up to 10 areas of their life
- Scales are underpinned by a journey of change



Triangle Consulting Social Enterprise

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Selecting the right measures

- Seek input and buy-in from a wide range of stakeholders
- Acknowledge individual/local/national priorities
- Set realistic targets
- Select a mix of outcomes, outputs and process measures
- Prioritise the most important measures
- Be creative and flexible
- Consider how the data can be collected and analysed
- Keep it simple

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Effective monitoring and review

Performance Measures

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Monitoring and Reporting

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Evaluation

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Take Action

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Improving performance through effective contract monitoring

- Proportional investment in monitoring with levels of action based on risk.
- Rely on providers' quality assurance systems i.e. use self assessment and providers' information plus random samples/unannounced visits to ensure honesty and accuracy.
- Agree protocols on intervention with underperforming providers.
- Set-up systems to ensure action is taken.
- Publicise the results.

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Managing poor performance

Aspect	Developmental Approach
Basic principles	Mistakes happen. Everyone should have the chance to learn from them and change. Support may be needed to prevent recurrence.
In practice	Purchaser and provider agree on what has gone wrong and why. Develop a corrective action plan (CAP), which may include additional monitoring and support.
Benefits	Reflects mutual dependence and partnership. Can enable 'business as usual' whilst some matters are resolved.
Risks	No immediate consequences for provider – long term deterrent? CAP may not resolve the problem; termination may only be delayed

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Managing poor performance

Aspect	Punitive Approach
Basic principles	Performance can never be below required standards. Financial or other punishments will prevent recurrence of problems. The provider must resolve their problems alone.
In practice	The threat or implementation of fine or restriction of new business. Suspension from accredited list. The contract must contain explicit powers.
Benefits	Clear relationship between performance and payments. Shows purchaser's serious intent from the outset.
Risks	Judgements open to legal challenge. Purchaser may be drawn into terminating contract sooner than they would want.

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What determines your approach?

- The seriousness of the matter
- The risk(s) involved
- Has the contract been breached?
- The relationship with the provider
- The providers response to poor performance

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Effective monitoring and review

Performance Measures

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Monitoring and Reporting

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Evaluation

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Take Action

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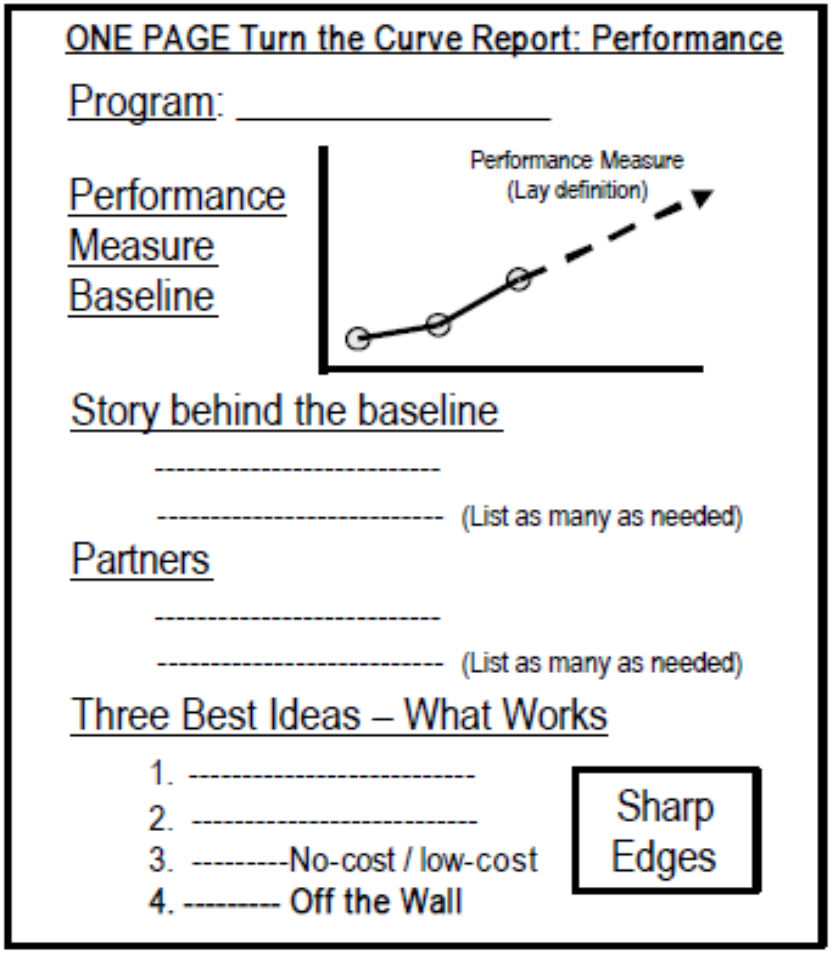
Taking action

- Remember – monitoring performance alerts you to the fact that a problem exists, not why it exists.
- Explain rather than describe problems, including how they will be addressed.
- In order to address poor performance you need to analyse reasons behind it and take action.



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Getting it right

- Be seen to be consistent, equitable and objective
- Work with providers to set up and manage the process
- Meet with providers or review monitoring information from providers regularly
- Review what matters and demonstrate that data is used

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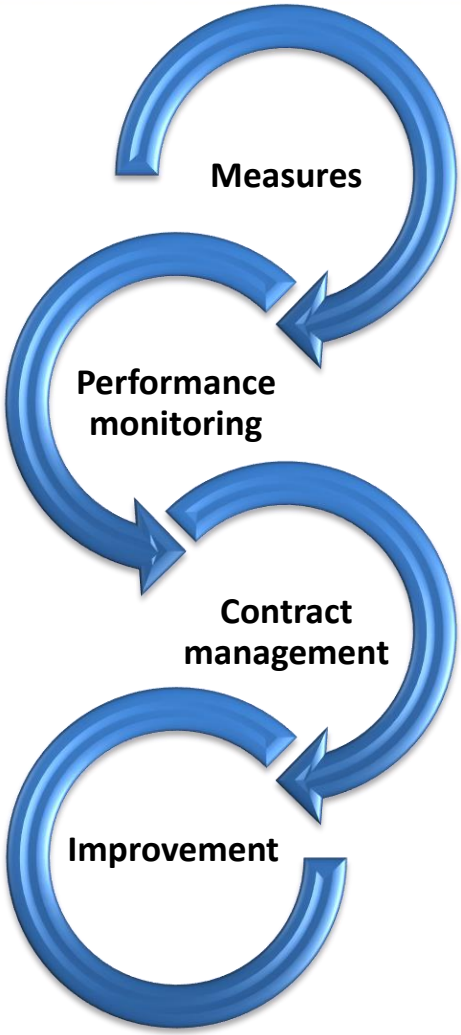
Your current approach – group exercise

- Consider your current approach to monitoring and review…
- What measures do you use?
- What are your monitoring arrangements?
- How do they relate to your contract management processes?
- What action takes place?



Via chat: identify 1 key area for improvement

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More information

- Government Outcomes Lab (2017) Setting and Measuring Outcomes
- Social Finance (2015) Technical Guide: Designing Outcome Metrics
- CORC Using Clinical Outcomes for Service Improvement: A Guide for Commissioners
- Health Catalyst The Top 7 Outcome Measures and 3 Measurement Essentials
- Results-based Accountability https://resultsaccountability.com/
- National Audit Office (2016) Good practice contract management framework
- SCIE (2019) How to understand and measure the impact of integrated care

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Driving improvement and innovation in care

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Contract Management

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Procurement and contracting are…

Procurement is the process of acquiring goods, works or services from (usually) external providers/suppliers and managing these through to the end of contract.

Contracting is the process of negotiating and agreeing the terms of a contract for services, and on-going management of the contract including payment and monitoring.

What is contract management?

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Why should commissioners know about contract management?

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A contract is….

A legal agreement between a purchaser and provider which establishes the mutual expectations of both parties.

A grant is in essence a ‘gift’ although it may be accompanied by certain conditions.

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Contract management is…

- Ensuring the right people are in place to carry out the contract management activities
- Setting up administration systems
- Managing performance to ensure that the service is provided in line with the contract, including improving supplier performance and capability
- Ensuring payments are made to the supplier in line with the contract and that appropriate incentive mechanisms are in place
- Understanding and managing contractual and supplier risk
- Handling of changes to the contract

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Getting good results from your contracts

- Good results depend on:
  - Good contract administration
  - Good provider relationship management
  - Strong contracts and specification
  - Contract management is an integral part of the procurement cycle

Top 10 Attributes & Top 10 Pitfalls:

Any examples of what you're doing to get the most/best out of contracts?

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More information

- Government Outcomes Lab https://golab.bsg.ox.ac.uk/
- Crown Commercial Service: Guidance on the light touch regime
- Crown Commercial Service: Reform of the EU procurement rules – public sector
- Cabinet Office: Public procurement policy notes
- Social Value Hub http://www.socialvaluehub.org.uk/
- LGA: Encouraging innovation in local government procurement
- Procurement Guide for Commissioners of NHS-funded Services
- The National Procurement Strategy for Local Government in England

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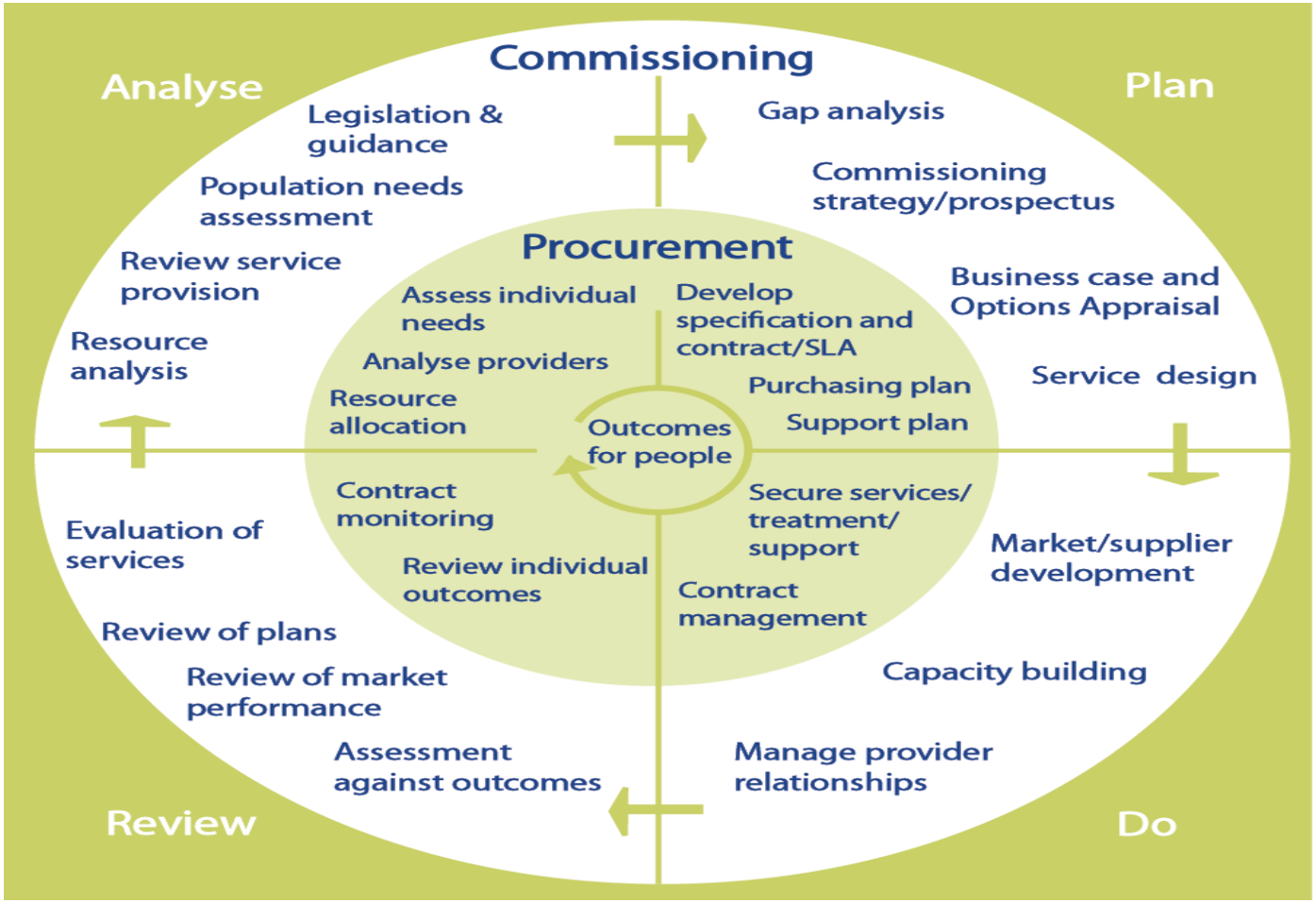

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Your reflections on today

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