



Certificate of Credit in Commissioning & Purchasing for Public Care

Module 2 Session 2

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

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
- Market Shaping
- Commissioning for outcomes - ✓
- Monitoring and review
- Contract management and procurement
- Person centred approach to commissioning
- Delivering change
- Commissioning skills



Outcome-Based Commissioning

Focussing on outcomes



“Public service commissioners are under increasing pressure to demonstrate the impact of their services on the beneficiary in terms of the outcomes achieved. To do this, they will need to focus on the impact on the service user and what has been achieved, rather than just how time and money have been spent. “

Social Finance (2015:2) Commissioning for outcomes across children's services and health and social care.

Definitions

- **Outcome** – result or upshot
- **Output** – production; the amount of services produced in a given time
- **Process** – procedure, method or means
- **Input** – contribution or effort

Oxford English Dictionary

From Inputs to Outcomes



Inputs



Processes



Outputs



Outcomes

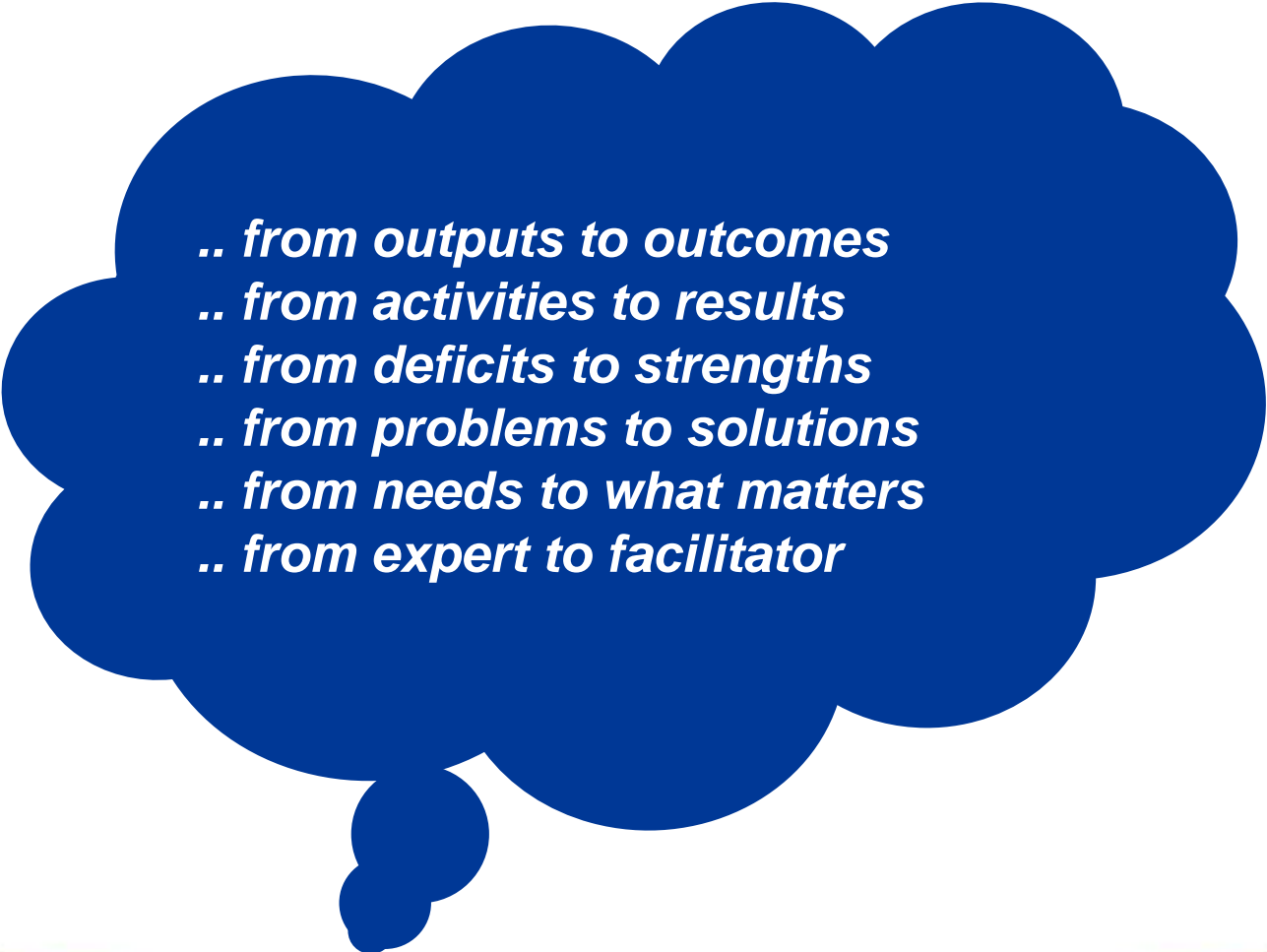
Outcome, output or process/input?

Objective	Type
1. Fewer service users will experience tenancy failure	
2. Develop a register of those receiving advocacy by June	
3. Fewer children in care will offend	
4. All staff will be paid at least minimum wage plus £1.50	
5. Reduce the vacancy rate by 5%	
6. Reduce the average waiting time to access the tier 3 CAMH service to 6 weeks	
7. There is a written equal opportunities policy	

Service-led or outcome focussed?

	Service led	S H I F T	Outcomes focuses
Endpoint	delivery of service		impact of the plan
Format	pre-determined question and answer formats		semi structured conversation = open questions
Approach	obtaining information required for form filling = „filtering“ information		skilled interaction including active listening and reflecting back
Person	client, service user or patient who receives services		person in their own right with skills, ability and a role to play in achieving their outcomes
Practitioner	expert		enabler & partner
Focus	identify problems and deficits and match to a limited list of services		build on capacities and strengths towards creative solution
Recording	tick box		building a picture towards a clear plan for achieving outcomes

An outcomes focus approach requires a shift in thinking

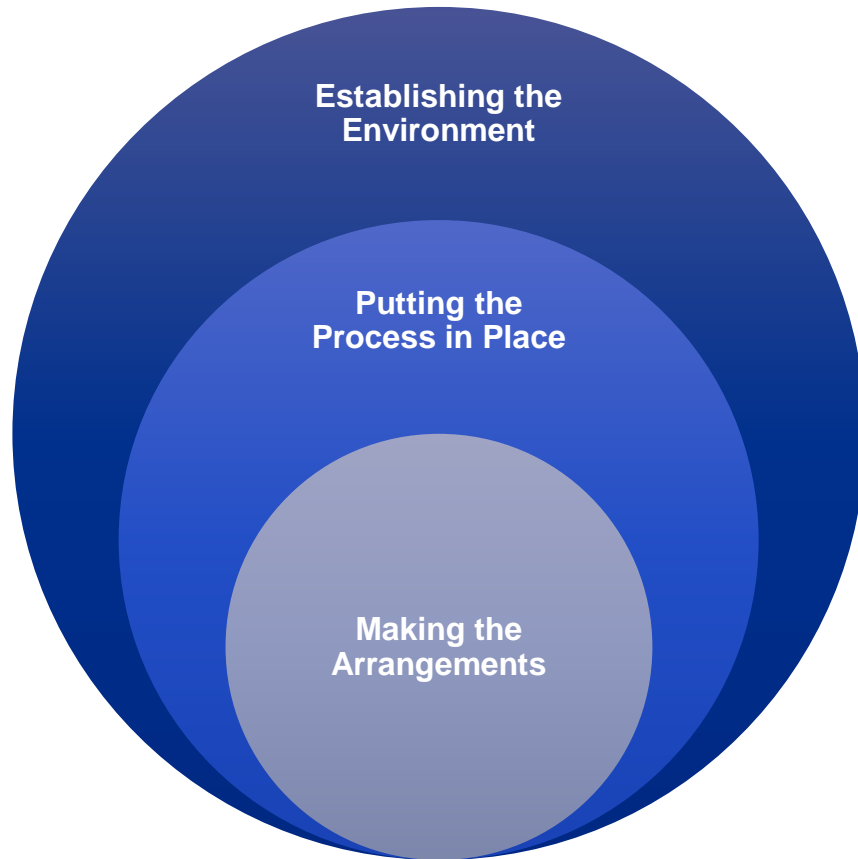


.. from outputs to outcomes
.. from activities to results
.. from deficits to strengths
.. from problems to solutions
.. from needs to what matters
.. from expert to facilitator

Things people like about an outcome-based approach

- Based on the person's desires, not service led.
- Holistic approach.
- Fits with person centred approaches; puts the individual at the centre.
- Empowers children and families who use the services, and promotes self advocacy.
- Emphasises evidence based practice.
- Focuses on needs and seeks positive interventions to provide better outcomes.
- It facilitates a co-productive approach using person's assets as well as services or support.

IPC Model for Whole System Outcomes Based Commissioning



“Establishing the environment”

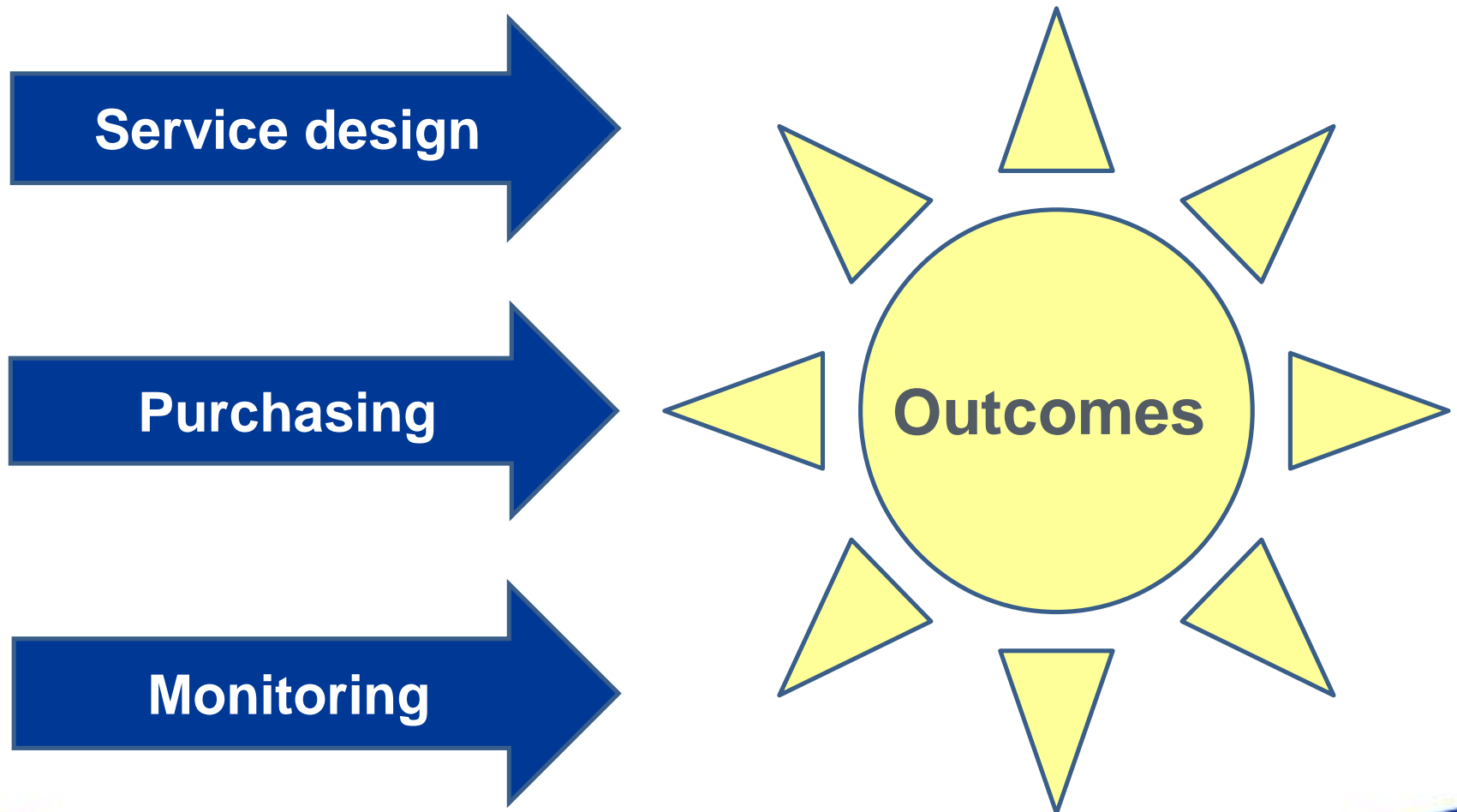
creating the right *culture, vision, attitudes, behaviours and relationships* to enable outcomes to become integrated into every aspect of the social care system.

“Putting the processes in place”

systems and processes which will support and enable the delivery of outcome focused services. This includes *assessment, care and support planning, review, performance monitoring* as well as ensuring that staff have the *relevant skills*.

“Making the arrangements” To ensure an outcome focused approach across the whole system the final element of the model describes the arrangements that need to be in place to enable care and support to be *contracted, delivered and paid for on the basis of outcomes*.

3 elements of an outcomes based approach



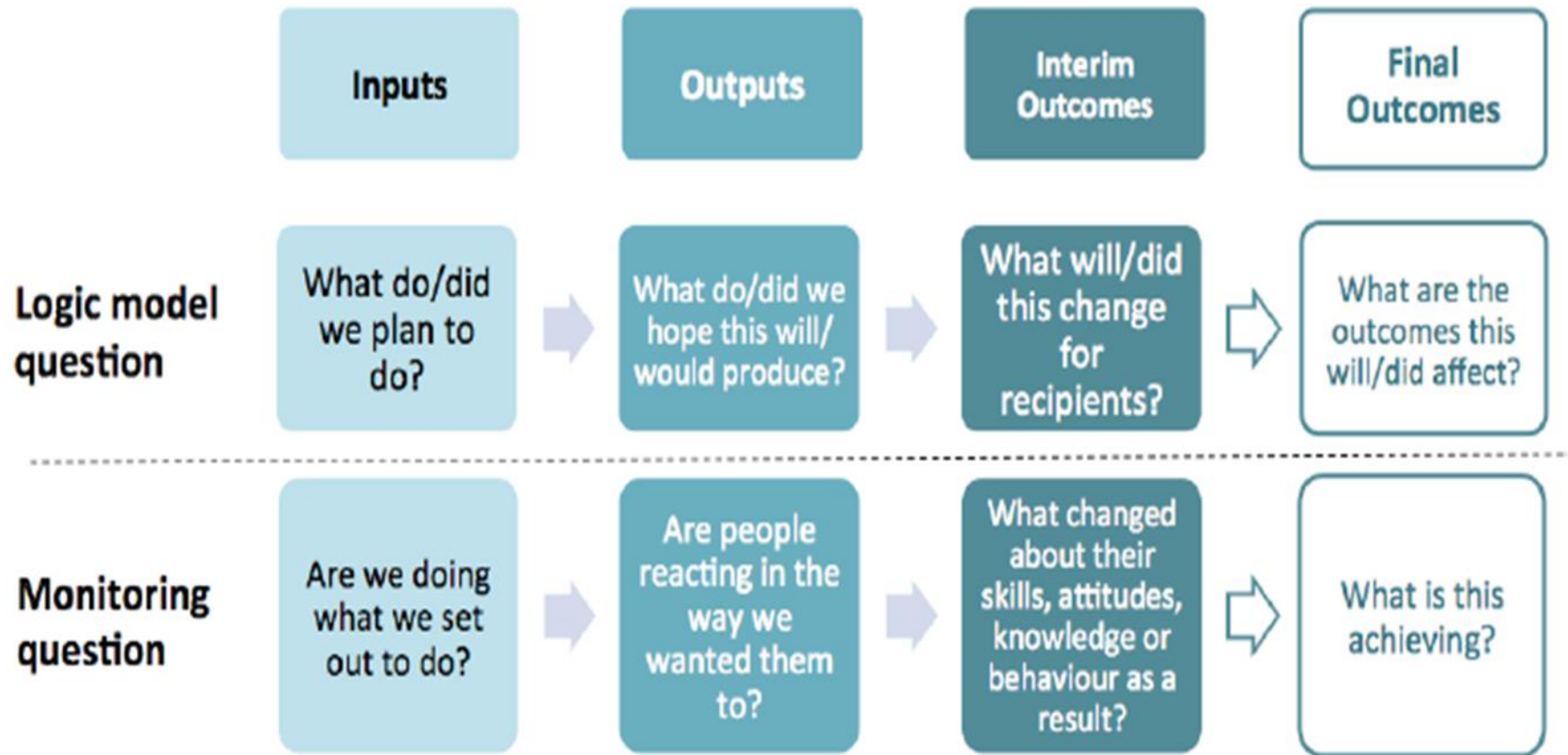
Service design

- Agree tangible outcomes, identify who benefits from these and what is the value of such outcomes.
- Identify specific actionable insights into the underlying needs of children and how the system currently responds to them
- Acquire robust understanding of the available interventions, and their business case for different sets of issues
- Engage all those agencies that are likely to have a material impact on the selected outcomes.
- Commissioner sets direction but some risks transferred to the delivery body.

Social Finance (2015) Commissioning for outcomes across children's services and health and social care

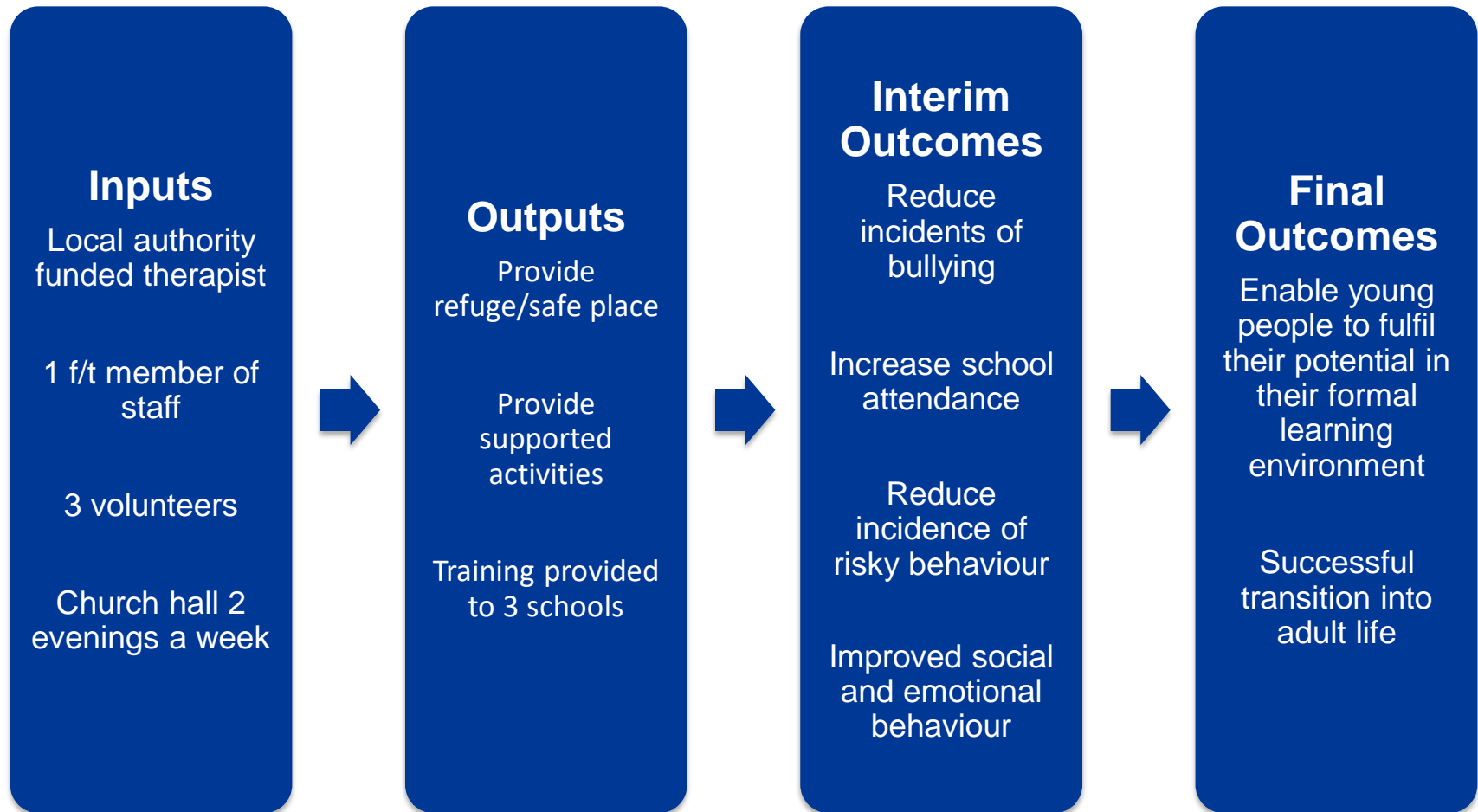


Outcome-based service design – sequence of events



Children's Improvement Board (2012) [Monitoring outcomes and quality assuring provision for children and young people with special educational needs](#)

Example logic model



- May require a fundamental re-think of business model and operation for providers.
- Can we:
 - Stop paying for outputs?
 - Continue to ensure user choice and personalisation?
 - Attribute the outcomes obtained by a patient/service user to the input of a single provider?
 - Give organisations who provide services incentives for doing better than the agreed outcomes, and disincentives if they don't?



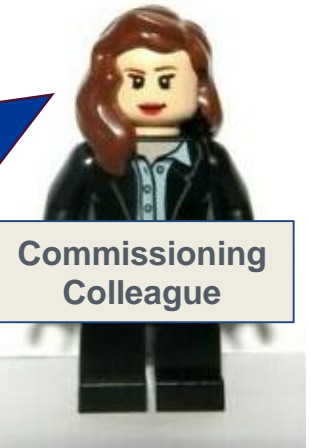
Social Impact Bonds

- A commissioning tool that can enable organisations to deliver outcomes contracts and make funding for services conditional on achieving results.
- Social Investors pay for the project at the start, and then receive payments based on the results achieved by the project.
- There are over 30 SIBs across the UK, supporting tens of thousands of beneficiaries in areas like youth unemployment, mental health and homelessness.
- More information available at <https://www.gov.uk/guidance/social-impact-bonds>

Monitoring

- Put in place a monitoring framework that is capable of capturing performance against the outcomes.
- Develop one or more indicators to measure the change in relation to each outcome.
- Ensure a balance between subjective (or self-reported) and objective indicators.
- Measure intermediate outcomes or the distance travelled towards an outcome.
- Evaluate longer-term outcomes.

Nef (2009) A guide to commissioning children's services for better outcomes



What works in implementing an outcome-based approach

- Developing trust and enabling providers to have the skills and knowledge to deliver the right outcomes in the most appropriate way
- Make payment and performance management processes clear and simple
- Develop common understanding and engagement across assessment staff, providers, carers and their families of the importance of taking an outcomes approach

IPC (2015) Emerging practice in outcome-based commissioning for social care

Scenario-based exercise

Outcomes-based commissioning



As commissioners, identify a set of outcomes to be achieved in relation to your target population group in preparation for commissioning a service;

cont....

Steps

- Consider your target population group
- Write your desired outcomes down – no more than 2 or 3



- What measures or indicators (outputs) might you use to help understand whether the outcomes identified are being met?
- How would you monitor a contract to get this information?
- Be ready to feedback to the other groups on your outcomes and how you got there, and your measures/indicators and how you might monitor these.



Target population groups

- Breakout Room 1:
- Breakout Room 2:
- Breakout Room 3:

Outcomes – whole group discussion

Feedback on your target group:

- Describe your outcomes – in what ways are they outcomes?
- What thoughts did you have about the measures to be used to monitor/review the outcomes?

Certificate of Credit in Commissioning and Purchasing for Public Care

Trusted partner in public care



Certificate of Credit in Commissioning and Purchasing for Public Care

- Accredited by Oxford Brookes University
- Awarded a Certificate of Credit worth 20 CATS credits at postgraduate M level
- Enrolment with Oxford Brookes University
- Additional cost
- Additional input, self study, an assessed work-based project
- Entry criteria apply
- Access to IPC's Alumni Network

Assignment task

Submit a written assignment which explains and reflects upon a commissioning or purchasing project that you have undertaken. The rationale for the work must be clearly set out in the context of national policy and best practice, and draws on a critical analysis of the current commissioning and purchasing arrangements in your local organisation or service.

Supporting information will be expected that gives evidence of the project activities and implementation of good commissioning or purchasing practice. The project must have been accepted by your line manager as appropriate to the needs of your organisation, and have been undertaken during the course.

Minimum of 4,000 words and a maximum of 5,000 words.

Example projects

- Development of a commissioning strategy
- A review of contract monitoring and development of a reviewing framework
- A risk assessment and option appraisal for a poorly performing service
- Development of a service specification
- An investigation into swifter tendering options and development of an approved provider list
- Remodelling a service to achieve better outcomes
- Joint commissioning of a community service

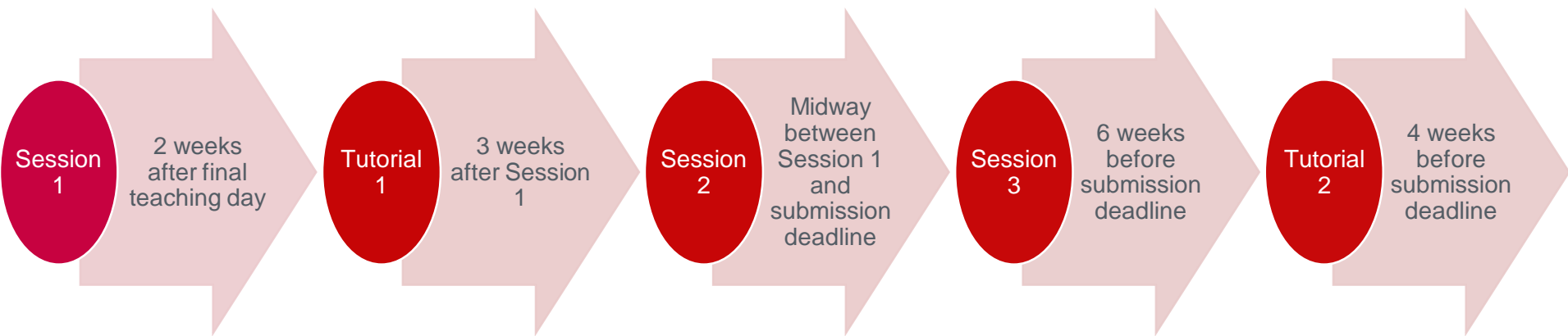
If you decide to accredit

- Enrol with OBU
- Assignment support sessions:
 - details of the assignment task (expanding on the information in the student handbook)
 - anonymised real assignments
 - academic support
 - discussions of project proposals

PLUS

- Follow-up individual virtual tutorials

Assignment support process



IPC Commissioning Course Alumni Network

Bringing a community of commissioners together from across the country to share advice, good practice and support

A free and exclusive offer to any accredited commissioning course Alumni via:

- Regular online / virtual workshops
- Exciting face to face events – such as commissioning conferences
- Access to an online Forum (Launch Date TBC)

Alumni Network



We offer consultancy, training, evaluation and applied research to central and local government, the health sector, charities, and commercial organisations. Our aim is to improve the health and wellbeing of citizens and communities.

‘Homework’

If you can...find a few minutes to find out about Service Specifications in your service area/LA:

- What templates and/or guidance do you have to ensure a consistent approach is taken to how service specifications are developed and written?

Your reflections on today



Contact us

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