

OXFORD
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institute of
public care

What is Commissioning – and how well are we doing it?

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What is commissioning

“Commissioning is the means by which we secure the best value for local citizens and taxpayers i.e. the best possible health and wellbeing outcomes, and health and social care provision, within the resources available.”

Department of Health

“Commissioning is the process of assessing needs, planning and prioritising, purchasing and monitoring health services, to get the best health outcomes.”

NHSE



What is commissioning?

“Commissioning is a (council’s) role to plan the services that are needed by the people who live in the area it covers, and make sure that services are available”

TLAP



Procurement and contracting are...

Procurement is the entire process of sourcing goods, works or services from (usually) external providers/suppliers, risk management, and overall supplier management (including performance tracking) and managing these through to the end of contract.

Contracting is an essential part of procurement – it is the process of negotiating and agreeing the terms of a contract for services, and on-going management of the contract including payment, performance monitoring, and relationship maintenance.

The commissioning system



Commissioning Support Programme

The commissioning system



Commissioning Support Programme

Multi-level commissioning

- Commissioning is practised on different levels across all local partners.
- Different services require commissioning at different levels, depending on factors such as population, needs, service volume and price.
- Commissioners are therefore likely to undertake multi-level commissioning i.e. at a mixture of levels to suit the needs of different services and populations.

Possible levels of commissioning

National



Regional



Sub-regional



Place or strategic



Locality or practice



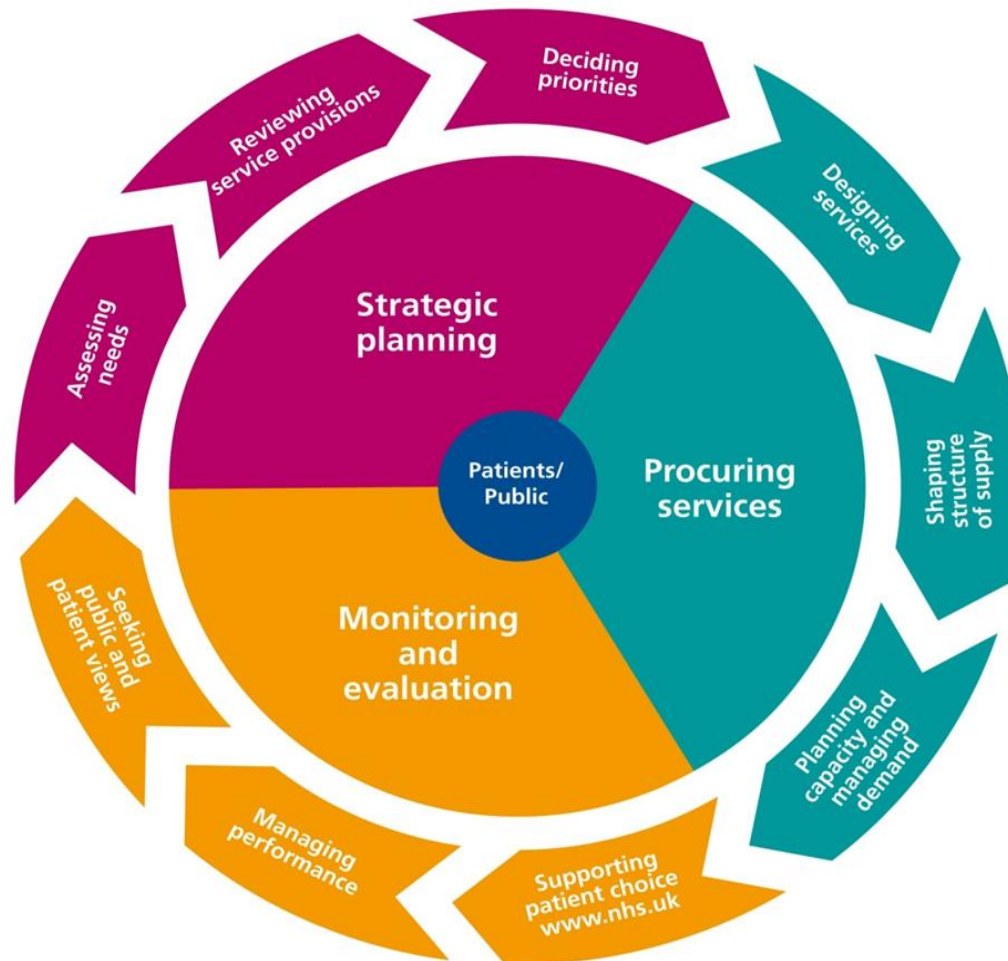
Individual



Commissioning models

- There are a range of commissioning models.
- Ensure all local partners and key stakeholders have a shared vision for commissioning:
 - to promote agreement to and understanding of the commissioning process
 - that the process covers some form of needs analysis and planning, investment against this plan and review of the efficacy of the investment

NHS Information Centre Commissioning Cycle



Courtesy of The NHS Information Centre for health and social care. Full diagram available at: www.ic.nhs.uk/commissioning

Institute of Public Care Commissioning Cycle



IPC: strategic commissioning activities

- **Analysis** - of guidance/best practice, population needs, market, risks and resources, and establishing common priorities and outcomes between agencies
- **Planning** – undertaking gap analysis, designing/specifying services, and writing joined up commissioning strategies
- **Doing** – capacity building, developing good relationships with providers, ensuring service quality, and purchasing services
- **Reviewing** - the success of contracts in meeting needs and commissioning priorities, and reviewing market performance

IPC: procurement activities

- **Analysis** - of the plan/strategy, allocation of resources, and analysis of provider strengths and weaknesses.
- **Planning** - by designing specifications and deciding contract type and terms, and developing purchasing and support plans.
- **Doing** - through day-to-day care and contract management, tendering, and securing support.
- **Reviewing** – how successful the contract is in meeting needs, commissioning priorities and contractual obligations

Collaborative Commissioning

- Health and care systems are increasingly working closer together, although the extent of collaboration often varies according to local circumstances and context
- The introduction of statutory Integrated Care Systems (ICBs/ ICPs) and the legacy of joined up working, particularly over the 2 years of the Covid-19 pandemic (2020-22) has shifted the scale and pace of collaboration across many systems

What is strategic collaborative commissioning?

In a health and care system, the general features of a collaborative system include:

- The **shaping, influence and support** given to the local health and care sector by the commissioning system, which includes providers of care and support, local people and communities;
- Achieving a **system understanding** of the root causes, nature of demand and local capacity / resources
- **Agreeing priorities and shared outcomes**, and the alignment of resources to meet these (e.g., workforce, funding, skill)

What is strategic collaborative commissioning?

- The production of a **system strategy** to deliver the shared outcomes, agreeing how these will be monitored, reviewing and acted upon if necessary
- **Equal and shared** oversight of the **integrated / joint commissioning strategy and/or framework** and its implementation
- **Assurance** of delivering the system strategy

Key enablers

4 Key Enablers for Strategic Planning and Commissioning



Collaborative Strategic Relationships



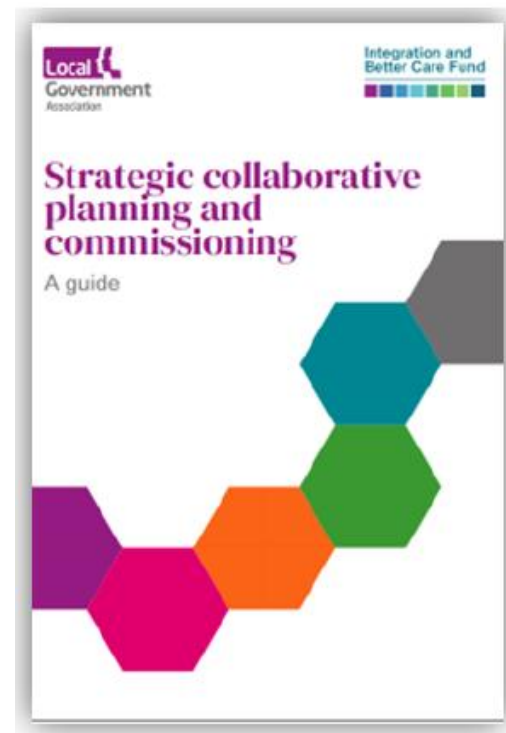
Collaborative Co-productions of Support and Interventions



Collaborative sharing of both risks and achievements



Collaborative and creative allocation of resources



Example

Principles for effective collaborative strategic relationships

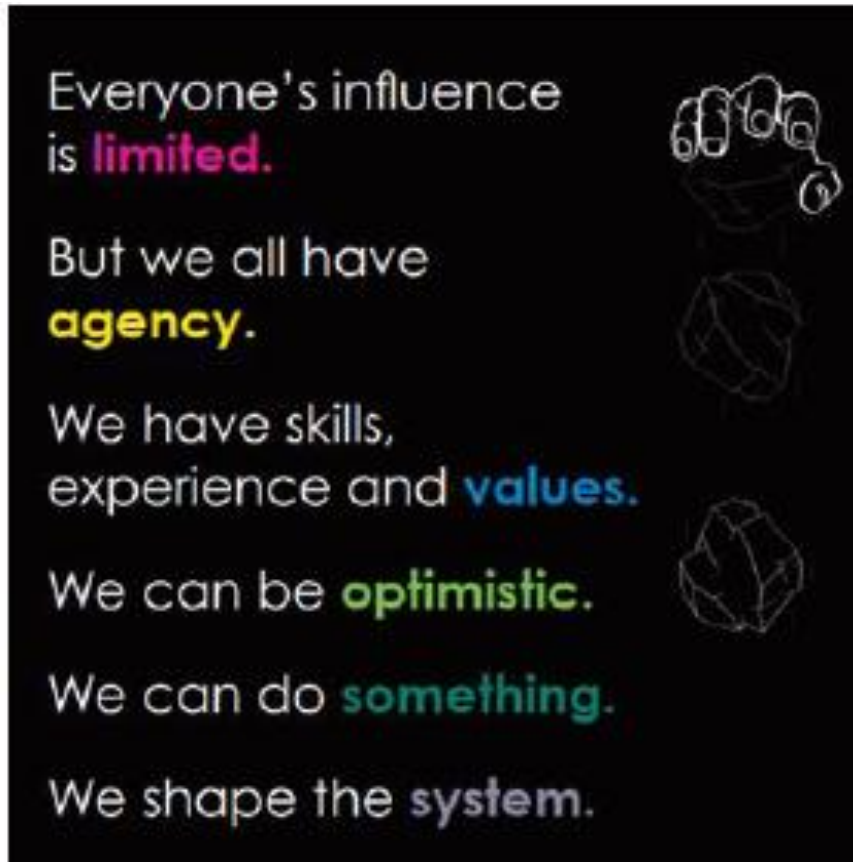


What outcomes can be achieved by collaborative commissioning?

Example 1: Coordinated support for children and young people



What is our role in this?



Coalition of Care and Support
Providers in Scotland, 2021

Levels of collaborative commissioning

Separate	Parallel	Joint	Integrated
Objectives, plans, decisions and actions are arrived at independently and without co-ordination	Objectives, plans, decisions and actions are arrived at with reference to other agencies	Objectives, plans, decisions and actions are arrived at in partnership by separate agencies	Objectives, plans, decisions and actions are arrived at through a single organisation or network

Institute of Public Care (2014) A Matrix for Analysing Approaches to Commissioning Across Agencies

Where should your commissioning activities be better sited?

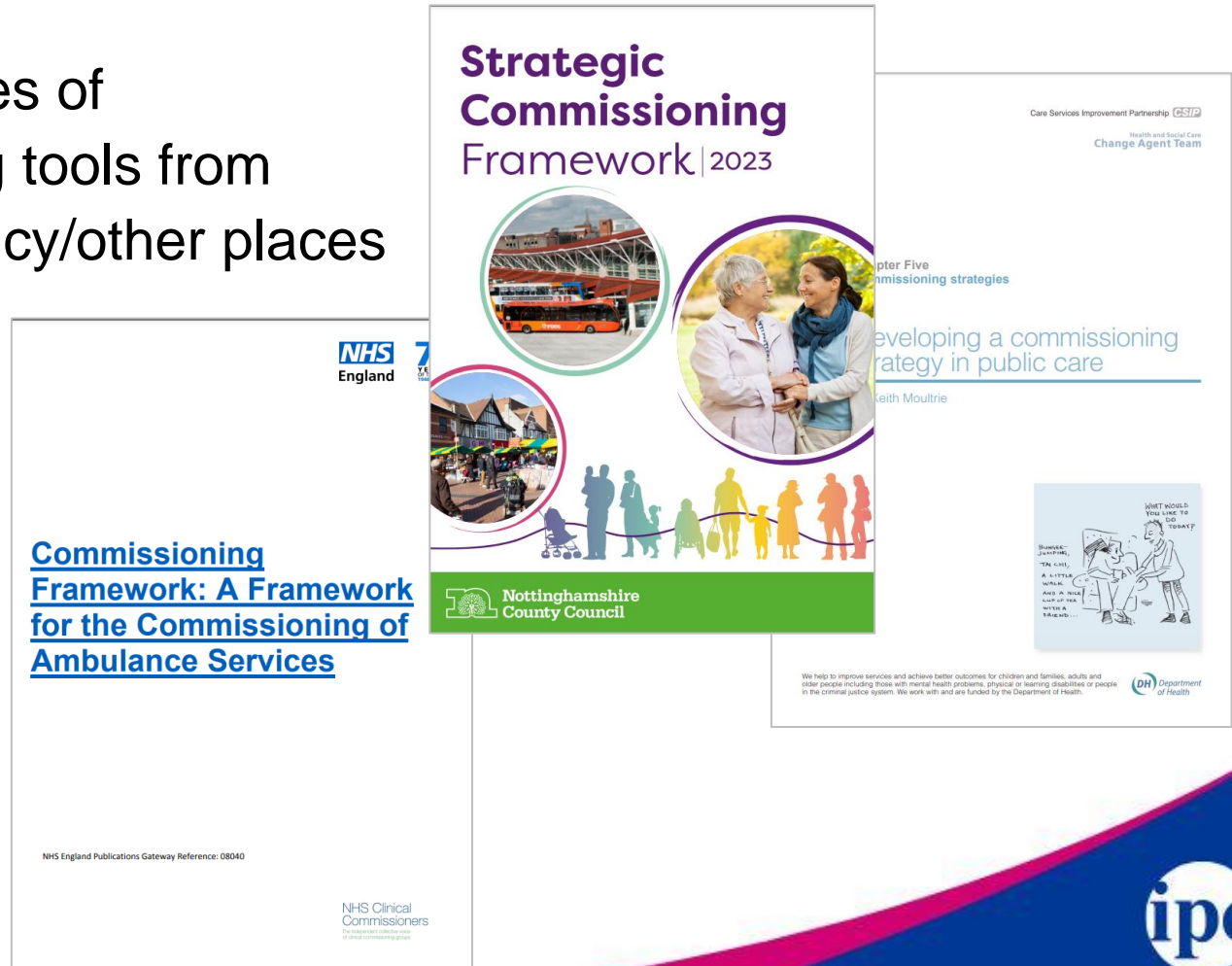
Service	Separate	Parallel	Joint	Integrated	
For example...	Objectives, plans, decisions and actions are arrived at independently and without co-ordination	Objectives, plans, decisions and actions are arrived at with reference to other agencies	Objectives, plans, decisions and actions are arrived at in partnership by separate agencies	Objectives, plans, decisions and actions are arrived at through a single organisation or network	
Equipment to support people live at home	Currently here			More 'effective' here?	
Drug and Alcohol and Mental Health Services			Currently here	More 'effective' here?	
Community falls prevention service			More 'effective' here?	Currently here	
Diagnostic Pathways for children with Learning Disabilities		Currently here			More 'effective' here?

Commissioning framework / toolkits

- Definition and scope of commissioning, including locality arrangements
- Commissioning process
- Commissioning principles or standards
- Toolkits for commissioning activities

Commissioning – what frameworks and tools have you got in your organisation?

Share examples of commissioning tools from your own agency/other places – any offers?



Institute of Public Care Commissioning Cycle



Commissioning – how well are you doing it?

- Using the self-assessment template, evaluate the strengths and weaknesses of the commissioning and purchasing arrangements for your service or agency.
- Score each statement out of 5, where:
 - 5 = strongly agree with the statement
 - 0 = strongly disagree
- Explain / justify your score giving illustrative examples where possible.



What's next?

Keep your self-assessment tool in mind during the course!

- What does this mean for your organisation?
- What does this mean for you in your professional role and personally?

You could:

- Take the self-assessment tool back to the 'office' and complete with you team / colleagues
- Revisit at the end of the course to consider what actions or recommendations you would like to embed in your practice
- Consider how this might inform your assignment project

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