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City of
Stoke-on-Trent

Certificate of Credit in Care Purchasing and Brokerage

Module 3

welcome

Modules 1-4 will cover

- Context – demand and supply
- Commissioning – what is it and your role
- Managing referrals
- Purchasing and Procurement
- Negotiation skills ✓
- Contract management ✓
- Contract monitoring – using data ✓
- Transitioning arrangements ✓
- Reflections on good practice and sharing examples ✓

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Negotiation skills

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Negotiation

When have you negotiated?

Please outline an example and include the following:

- What was it for?
- Were you selling for a high price or asking for a lower price?
- What happened?
- What skills did you use?
- What was the outcome?

Why negotiate

- Best value – Outcomes
- Recognition
- Providers vs LA's
- Reporting
- Comparisons
- Public money - Budgets
- Job satisfaction
- Professional – Supervisions

CareCubed

CareCubed is a secure online tool to support open and transparent negotiation of costs for care placements.

[CareCubed - The National Care Costing Tool](#)

This an example of a tool to help with negotiation of the cost of care. This can be used when making placements or at the point of fee negotiations. More widely used in adults social care, Local Authorities and providers can enter information into the tool to help decide what the fair cost of care is.

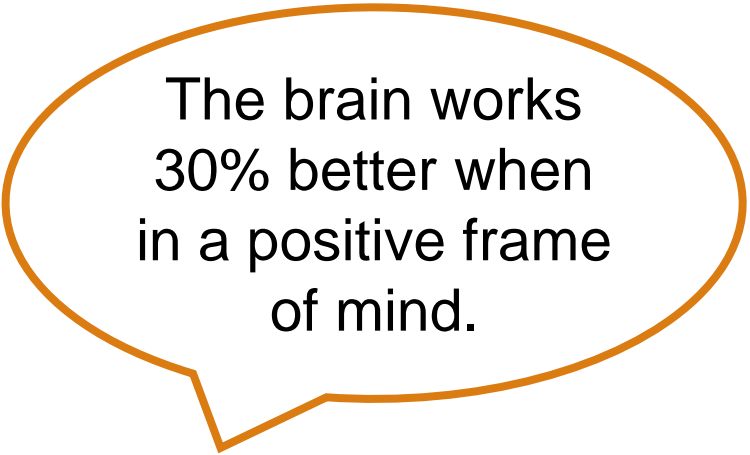


“If the seller is willing to replace the roof, add a deck, put in a fireplace and an indoor pool, extend the livingroom by 15 feet and move the whole place to the other side of town, then we’re *definitely* interested!”

Top Tips

- Give it a go – you don't ask you don't get
- Middle ground – I'll do it, if you do this for me – win win
- Prepare – walk away point – makes you stronger next time – their weaknesses
- Don't open first – it might be good news
- Open beyond your best hope – more than you can get
- Bargaining – if you then I, gets them to concede first – small steps – tradeables
- Closing – avoid the last ask
- You can always crumble/accept

Strengths and Weaknesses



The brain works
30% better when
in a positive frame
of mind.

- You are the better negotiator / they have not had training
- Is the placement ready to go soon?
- Is the placement long term?
- Is it in the LA boundary?
- What support can we offer around the placement – Respite – Travel?
- Do you have other offers?

Strengths and Weaknesses

Concentrate on the provider weaknesses not your own:

- The carer doesn't have a placement
- The carer hasn't had a placement for some time
- The agency really needs to get the person into the placement with this carer
- Do you currently have any placements with this provider?
- Good start to a working relationship

Limits

- You have a ceiling cost limit already in place
- Don't go above it – easier to time limit extras
- Once you have got a discount once it opens the door to get it again
- Never reveal what your limits were

The Dark Arts

- The power of Why – get them to tell you why they want this placement then sell it back to them for the reasons given.
- Listen more talk less.
- Stick to your strategy.
- Never make a quick deal – slow it down – say maybe – go back to management.
- Mirroring.
- Neuro linguistic programming (NLP).

Via email

- Less is more
- Make one good point
- Set it up, land it then finish positively
- If you have bad news warn them
- Soften bad news – I'm sorry/I'm afraid
- Tone - how you write is different to how you read
- You have no control over the mood of the reader
- Finish by telling the truth in a positive way – you want to come to an agreement

What can we use as Tradeables?

Come up with a list of reasons we might be able to ask for discounts from the markets that apply to you.

- Domiciliary
- Residential
- Short Breaks
- Activities

Don't give up

- Ensure you ask for a discount
- Give it one more try
- You never know what they are willing to give you unless you try
- Its hard to get this past your senior if you have a cheaper offer
- Blame it on your self/organisation/manager

it's

o'clock

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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 and monitoring?

Why should brokers know about contract management?



A contract is...

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

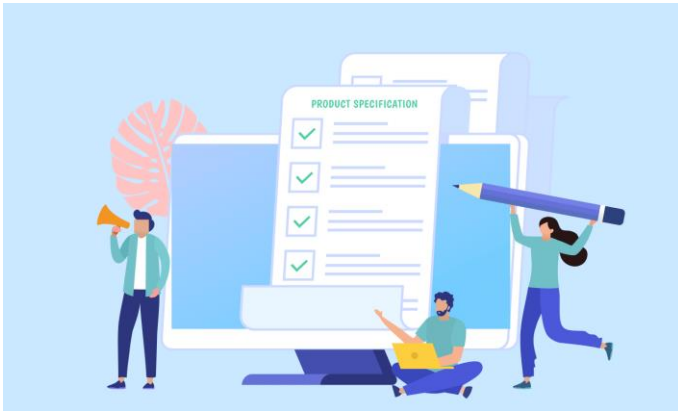


Key functions of a specification



- To describe the nature and scope of the service to be bought.
- To define the people for whom that service should be provided.
- To set the outcomes that are required.
- To set the value base within which the service should be provided.
- To describe the monitoring arrangements to determine whether or not all the requirements are being met.

Developing a specification



- Who should be involved in the team and who should take the lead in writing the specification?
- How are values to be agreed and defined?
- What outcomes be defined and written down?
- How else is quality to be specified?
- How are the outputs to be specified?

Developing a specification (continued)

- How much detail will be written about the processes?
- Where does the service fit in the care and support pathway?
- How will we ensure that changes can be made over time to reflect national and local policy priorities?
- How are inputs to be specified e.g. numbers and qualifications of staff?
- How will it be measured and monitored?

Good practice specifications



- Take a shared approach to risk and equity of benefits.
- Outline the channels of communication.
- Set clear targets and say how the success of the service will be measured.
- Specify the monitoring arrangements, which are proportionate.
- Build in flexibility and ability to change.
- Have sensible, do-able timescales.
- Use plain language.

How are placements specified?

How does a 'specification' compare with a support plan or purchasing plan for an individual? e.g. do you include:

- Outcomes / how these will be measured
- Data to be collected
- Monitoring / review arrangements
- Service user voice

What else?

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.

Getting good results from your contracts



Good results depend on:

- Good contract administration
- Good provider relationship management
- Strong contracts / individual placement agreements
- Contract management is an integral part of the procurement cycle

Top 10 Attributes & Top
10 Pitfalls:

Small group activity

- How do you use contracts and IPAs
- Who carries out contract management in your organisation?
- What sort of relationships do you have with your providers?
- What helps/what hinders the relationship?

- Lunch

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Contract monitoring

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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

Effective monitoring and review

Performance Measures



Monitoring and Reporting



Evaluation



Take Action

How to choose performance measures

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



Measures/KPIs 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?

What do we mean by outcomes?



Inputs



+ Processes



+ Outputs =



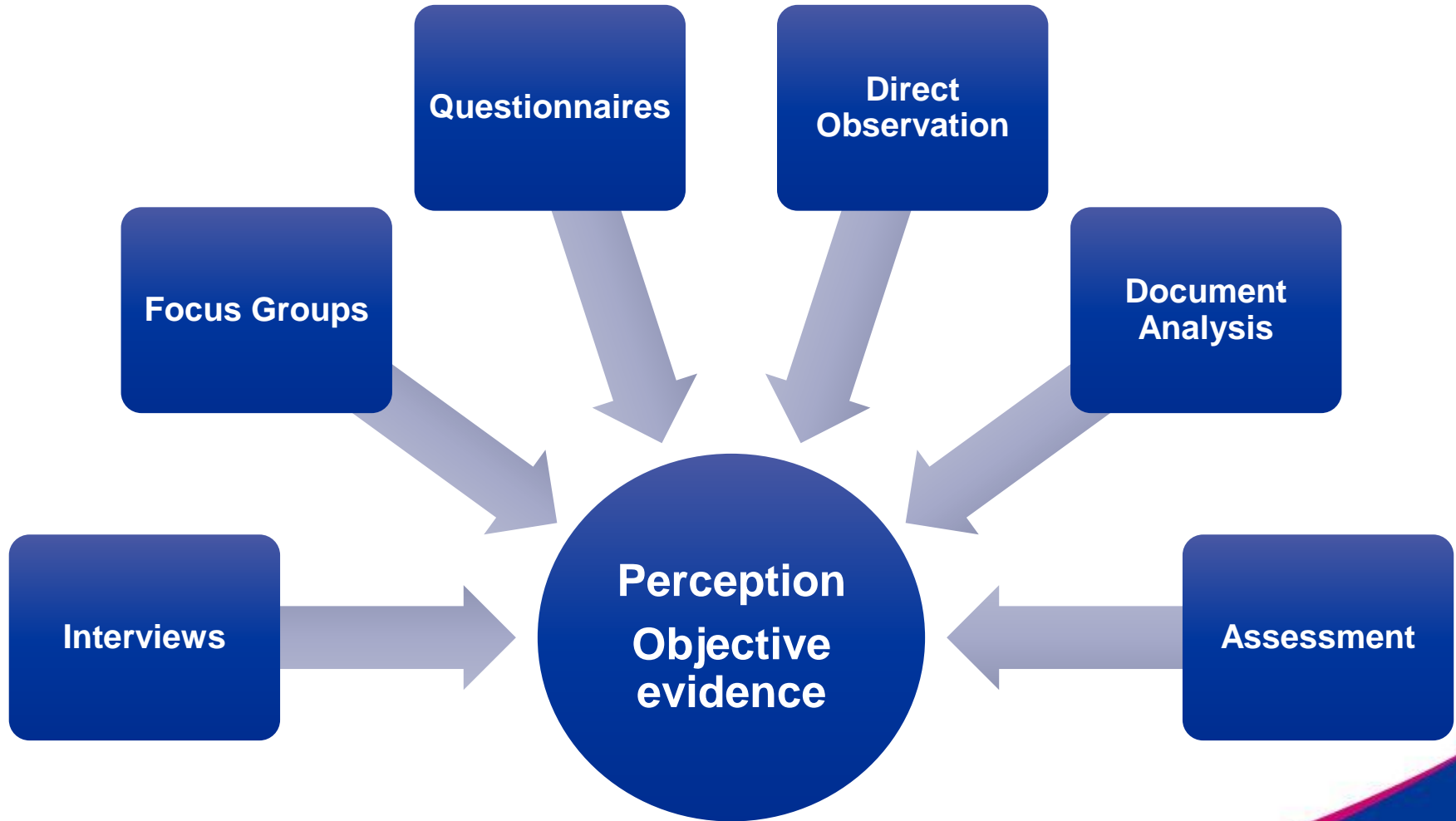
Outcomes!

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

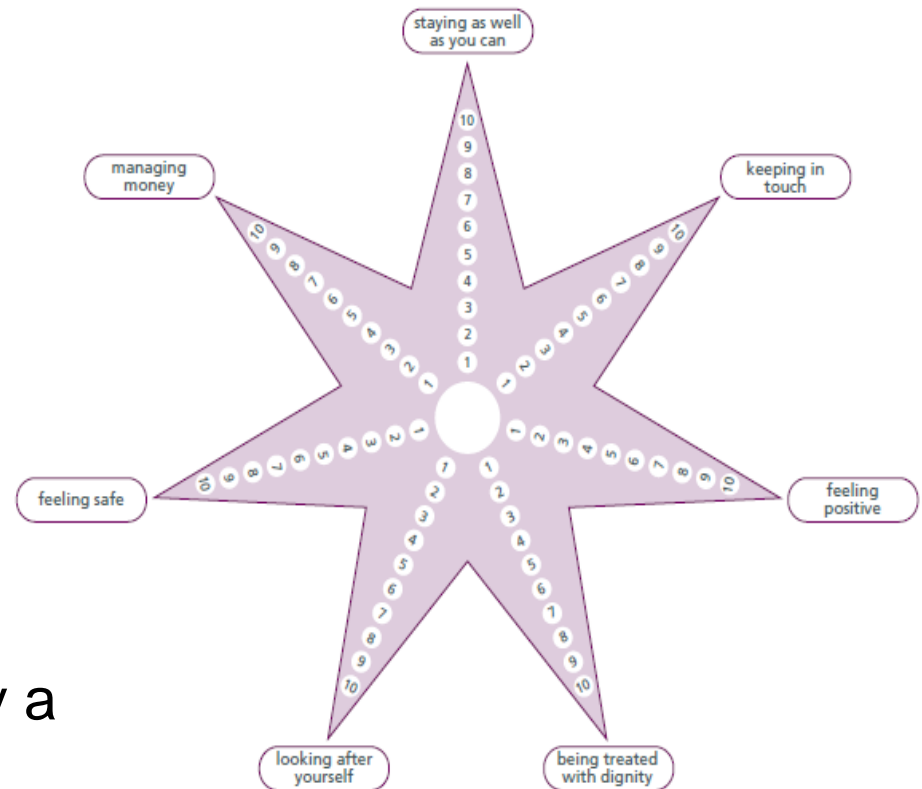
Oxford English Dictionary

Measuring outcomes



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

Example - WEMWBS

- The Warwick-Edinburgh Mental Wellbeing Scale
- Developed to enable monitoring of mental wellbeing in the general population and the evaluation of projects, programmes and policies

Please tick (✓) the box that best describes your experience of each over the last 2 weeks

STATEMENTS	None of the time	Rarely	Some of the time	Often	All of the time
I've been feeling optimistic about the future	1	2	3	4	5
I've been feeling useful	1	2	3	4	5
I've been feeling relaxed	1	2	3	4	5
I've been feeling interested in other people	1	2	3	4	5
I've had energy to spare	1	2	3	4	5
I've been dealing with problems well	1	2	3	4	5
I've been thinking clearly	1	2	3	4	5
I've been feeling good about myself	1	2	3	4	5
I've been feeling close to other people	1	2	3	4	5
I've been feeling confident	1	2	3	4	5
I've been able to make up my own mind about things	1	2	3	4	5
I've been feeling loved	1	2	3		
I've been interested in new things	1	2	3		
I've been feeling cheerful	1	2	3		

Satisfaction

Affect

Competence

Relatedness

Autonomy

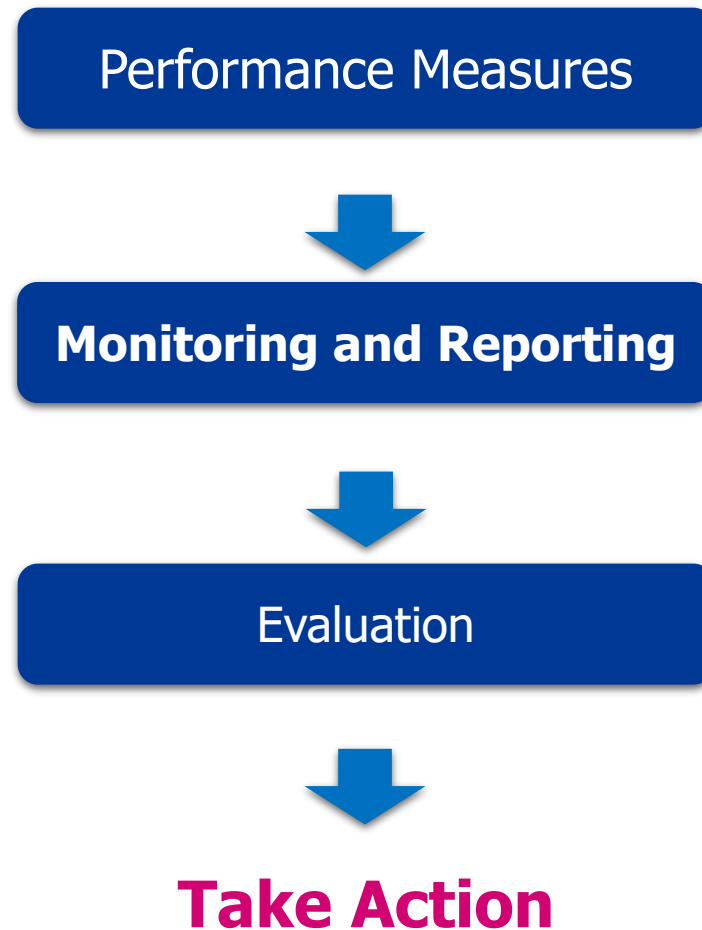
Selecting the right measures

- 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



SCIE, 2019

Effective monitoring and review



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.

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

Gosling

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.

Gosling

Effective monitoring and review



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



Group activity

In small groups, share examples of outcome frameworks/ KPIs in contracts and IPAs

- How helpful are the KPIs?
- What might be missing?
- Do you monitor quality?

Be ready to share examples with the whole group

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Transitions

Reflections and next steps

Leaving Care Services

Section 24

- Under the Children Act 1989, as amended by the Children (Leaving Care) Act 2000 and Children and Young Persons Act 2008, eligible care leavers are entitled to leaving care support until at least 21. To be eligible they should have been in care for 13 weeks after the age of 14, with at least one day in care after 16.
- Most looked-after children will begin to receive a service from leaving care and after care services around the age of 16, including the development of a Pathway Plan. Young people who wish to pursue education and training have the right to return and request assistance from their local authority until age 25.

Mental Health transition

Good transition should be a co-ordinated, purposeful, planned and patient-centred process that ensures continuity of care, optimizes health, minimizes adverse events, and ensures that the young person attains his/her maximum potential. It starts with preparing a service user to leave a child-centred health care setting and ends when that person is received in, and properly engaged with, the adult provider

Coleman and Berenson 2004

Disability and transition

In recent years there has been a significant focus on improving transition support. New duties emphasise a focus on outcomes that lead to fulfilling adult lives such as paid employment and higher education; independent living opportunities; good health; and friends, relationships and being part of the community. Education, Health and Care plans have the potential to continue to age 25 and involve a number of decision making rights and responsibilities for young people from 16 onwards.

Council for Disabled Children

Sharing best practice in brokerage



Sharing your good practice – small group discussion

Think about your own practice and identify a piece of work which worked well - it can be work on one case or a more general approach you have taken.

In groups share your examples and try in each case to:

- Identify the key factors in its success
- What are the top tips to pass on?
- How would you incorporate this into regular practice?

Whole group discussion

What are the key messages from your group discussions?



Summary and reflections

So, what does this all mean for you individually / your team?

Thinking about each area of the commissioning cycle:

- What is your learning?
- What might you do differently?
- What would be your advice or recommendations for you and the team following the course?
- What are your next steps?



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Your reflections on today



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