

Certificate of Credit in Commissioning & Purchasing for Public Care

MODULE 4: SESSION 2

Welcome back.....



Thinking about change

Thinking about yourself: as a commissioner and your commissioning development journey to date.....

- **What do you most like about change?**
- **What do you like least?**

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

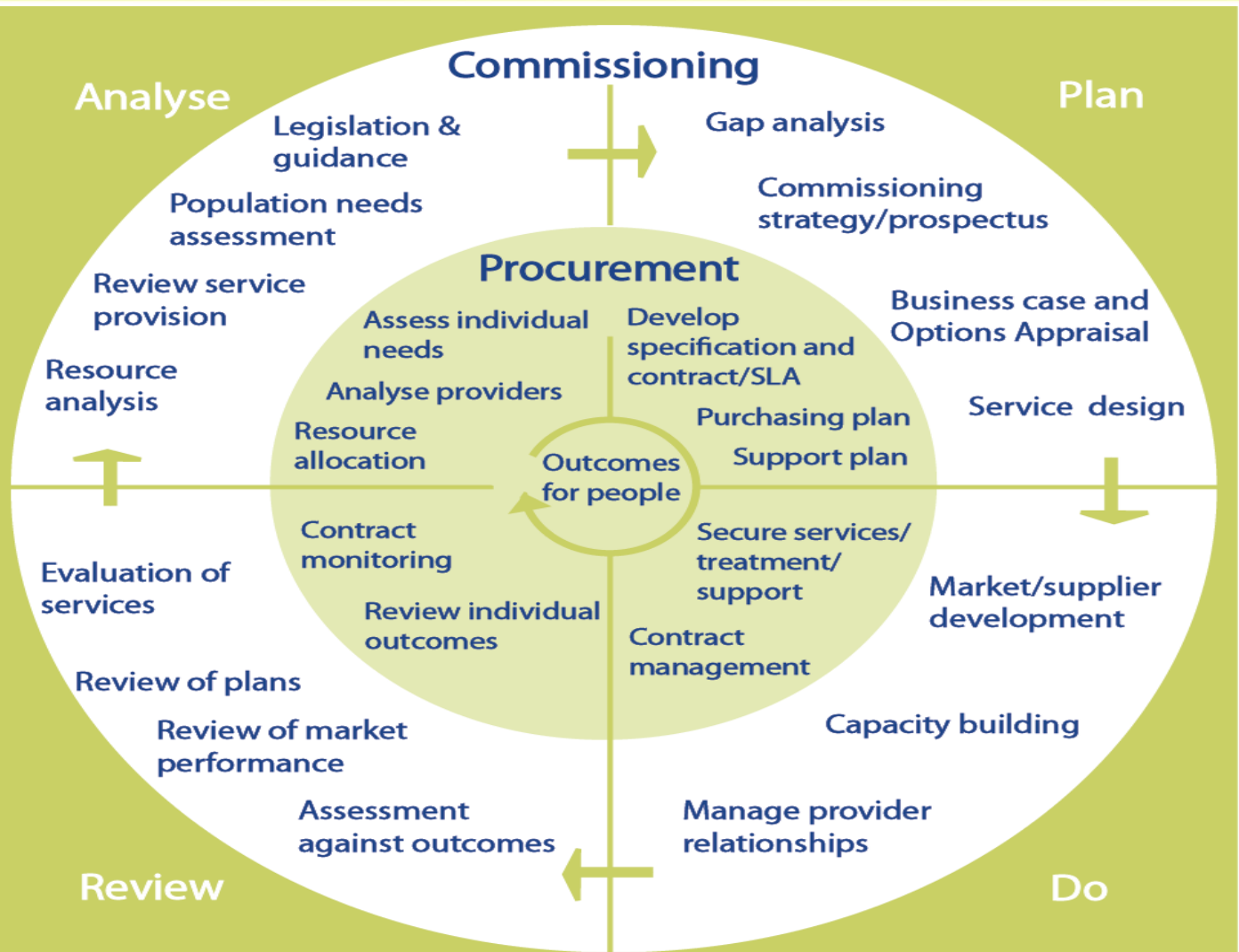


Raise your hand or click the hands up symbol if you want to speak in discussions



Be on time for breaks

Institute of Public Care



Sessions 1 – 8 will cover

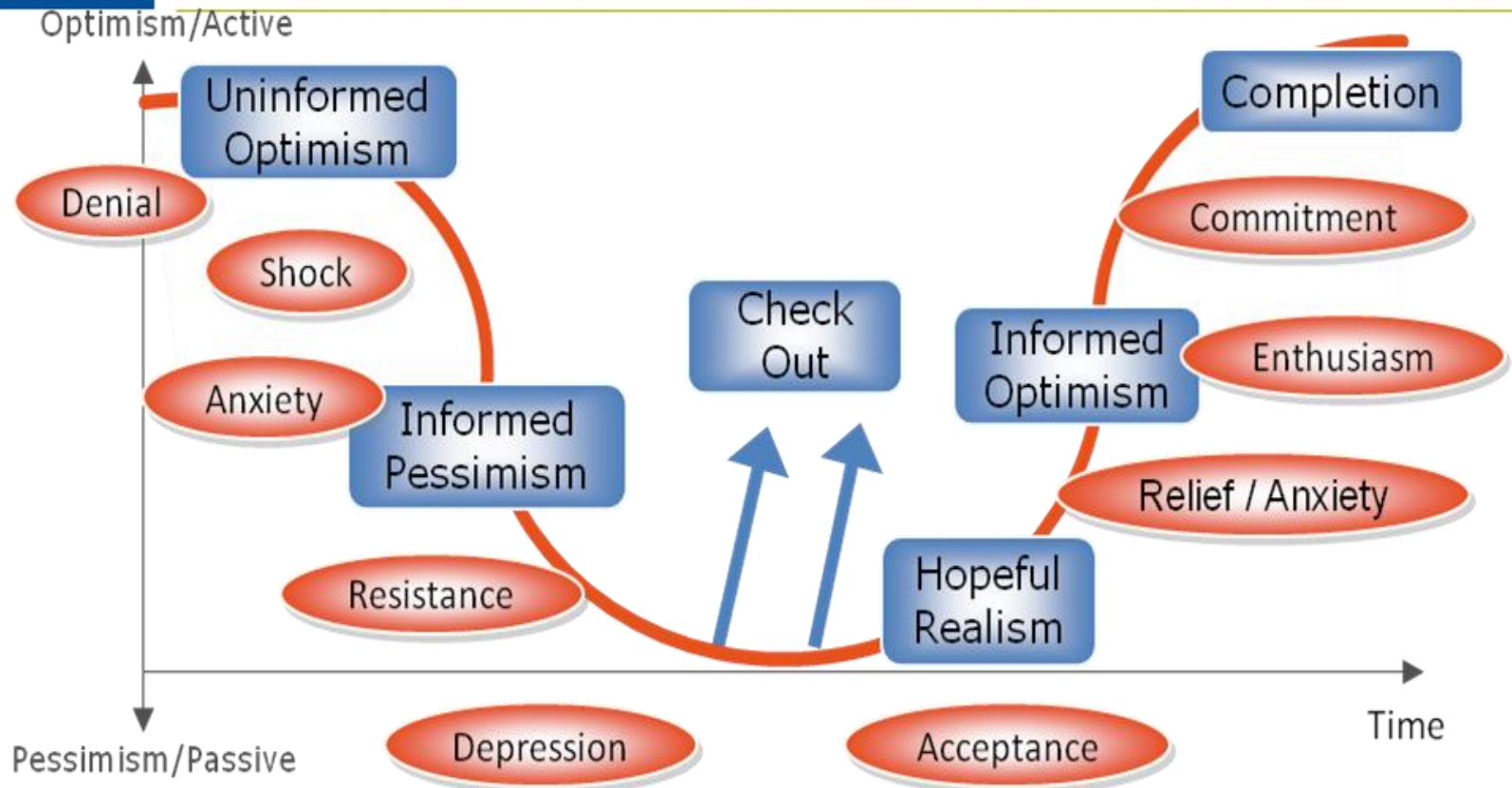
- The national and local agenda
- What is commissioning and how well are we doing it?
- Needs and resource analysis
- Planning and options appraisal
- Accreditation – overview
- Market shaping
- Commissioning for outcomes
- Monitoring and review
- Procurement & Contract Management
- Person centred approach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

Managing change

The psychology of change

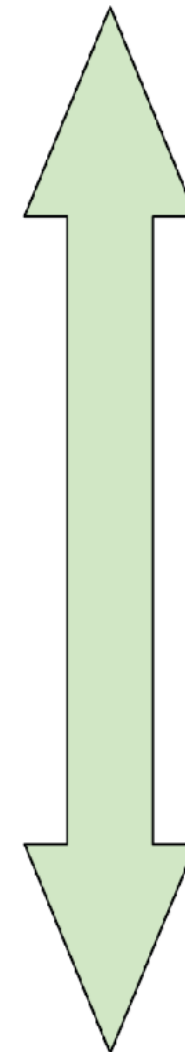
- Research has shown that anyone going through any form of change will go through both an emotional and psychological process.
- The practice of effective change management is designed to help support individuals through this transition curve.
- The following change curve is equally applicable to large scale culture change, personal change and bereavement, de-commissioning of small services, etc.

The Change Curve



Change management strategy

Strategy	Advantages	Disadvantages
Directive	Relatively fast	Ignores the views of those affected by change
Expert	Use relevant expertise Small groups required Relatively fast to implement	Expertise may be challenged Resistance of those not consulted
Negotiated	Change recipients have some say Resistance to change likely to be reduced (or areas of disagreement highlighted)	May be relatively slow Anticipated change may have to be modified
Educative	People committed to change	Relatively slow Likely to require more resources and more costs involved
Participative	Change more likely to be accepted More people committed to change More opportunity	Relatively slow to implement More complex to manage Will require more resources Increased costs



FAST
Clearly Planned
Little Involvement
Need to overcome resistance

SLOW
Exploratory
Wide Involvement
Minimise Resistance

Types of resistance

Cognitive

Ideological

Psychological

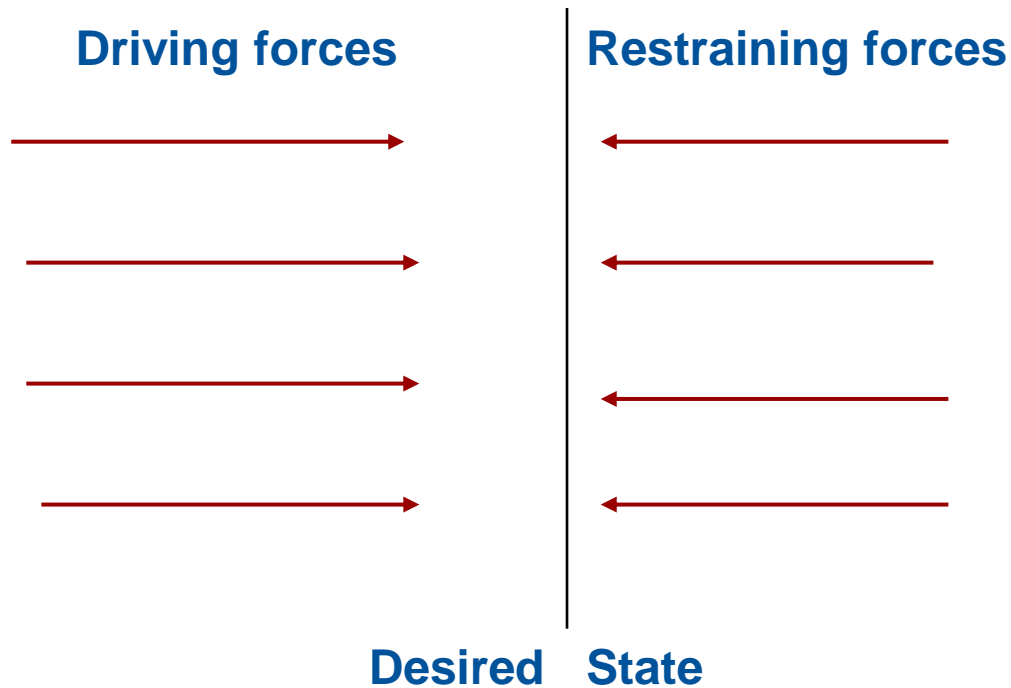
Power Driven

Force field analysis

- External and internal pressures
- Driving v. restraining forces (*Kurt Lewin*)
 - Organisational culture
 - Individual sources

Force field analysis

CURRENT SITUATION



Change – from theory to practice

- Identify a commissioning change process you're currently involved in
- Reflect on the change models
- How do they help you to identify the nature of the change, and your role within it?

More information

- NESTA 2012 [The Art of Exit](#): In search of creative decommissioning.
- National Audit Office Decommissioning Toolkit: How to Decommission Public Services Delivered by Civil Society Organisations <http://www.nao.org.uk/decommissioning/>
- IPC (2010) [Guide to decommissioning and service reconfiguration in adult social care](#)
- National Youth Agency. A Practical Guide to Commissioning Services for Young People Part 8: Decommissioning Checklist

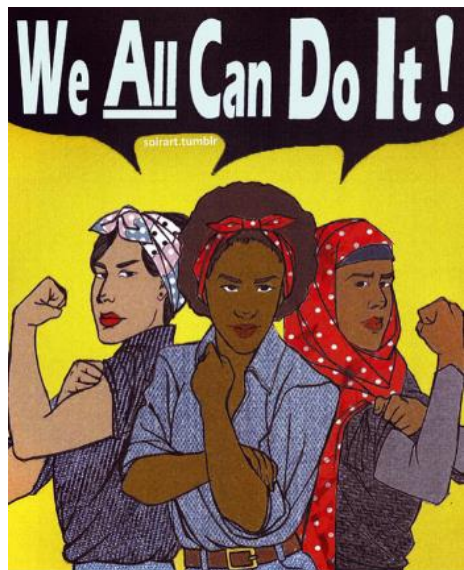


Commissioning Skills and Competencies

How did you become involved in 'commissioning'?



Commissioning – a leadership task



- Working with partners to integrate services around the end user
- Moving from command and control to influencing and facilitation
- Communicating the local vision
- Cascading an understanding of the market across all partners, including local communities
- Securing effective engagement of people who use services
- Leading entrepreneurial thinking and service transformation

Role of commissioners

Commissioners play at least three roles:

- **Advocate for the patient or service user**
- **Advocate for communities**
- **Guardian of taxpayers' money**

Taken together they create dilemmas and trade offs – the essence of the role of commissioning.

Commissioning for quality improvement – The Health Foundation

Effective commissioners – what skills do you need?

- In two groups, using the IPC commissioning model come to a consensus about your top three skills for each segment of the cycle Analyse, Plan, Do and Review, as well as Core Skills
- Full group: Review the skills required to deliver strategic commissioning

Back at the office....

- **Use the outcomes of the exercise to help you form a picture of the balance of skills in your team**
- **Any thoughts about your own/your team's development areas**

National Occupational Standards for Commissioning in the Public Sector

1. Engaging with individuals and stakeholders
2. Governance and management
3. Project management
4. Knowledge and skills training
5. Establish outcomes and priorities
6. Develop options
7. Strategy and policy
8. Work in partnership
9. Develop the market
10. Service procurement and contracting
11. Manage and monitor contracts
12. Review and evaluate commissioning activity



Coming Soon...

- **Commissioning Modern Apprenticeships**
- **Level 5 Commissioning Officer**
- **Level 7 Strategic Commissioner**

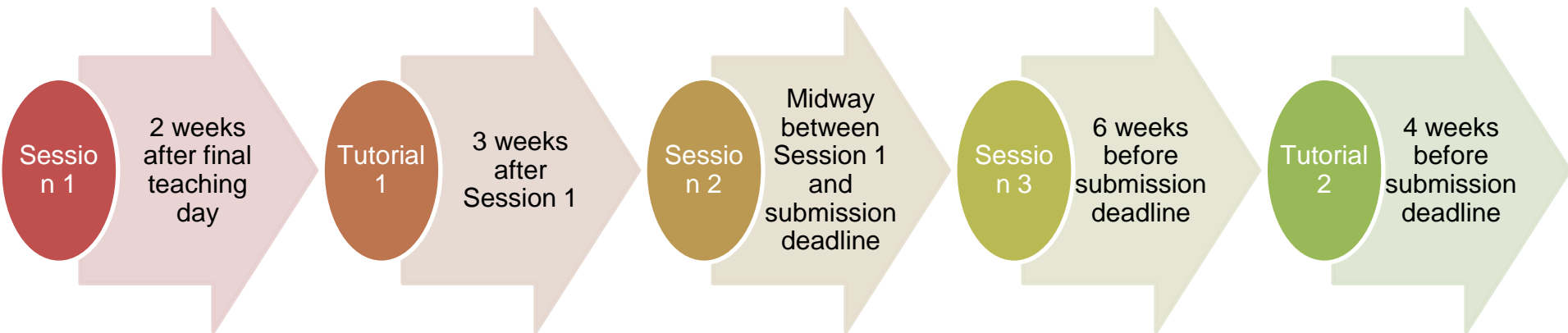
- **Partnership development group including DeMontfort University, IPC @ Brookes, Skills for Care, sponsored by Leicester City Council**

Further resources

- **National Occupational Standards: Commissioning, Procurement and Contracting for Care Services**
<http://www.ccwales.org.uk/qualifications-and-nos-finder/n/commissioning-procurement-and-contracting/>
- **Commissioning Support Programme: Individual Skills Assessment Framework**
- **The Leadership Qualities Framework for Adult Social Care** <https://www.nsasocialcare.co.uk/about-us/leadership-qualities-framework>
- **The Healthcare Leadership Model**
<http://www.leadershipacademy.nhs.uk/discover/leadershipmodel/>
- **Cultural Competence Toolkit**
<https://thestaffcollege.uk/publications/cultural-competence-toolkit/>



From theory to practice – the support process



Accreditation: dates in diaries....

- Enrolment to be confirmed
- Support Session 1: 20th July
- Tutorial 1: w/c 6th Sept
- Support Session 2: 19th Oct
- Support Session 3: 7th Dec
- Tutorial 2: w/c 10th Jan 22
- Assignment Submission: 7th Feb 22

Reflections

**The evaluation form link
for IPC Commissioning
(Children's) May 2021 is:**

<https://forms.office.com/Pages/ResponsePage.aspx?id=ygiYd3rPPEOn2MbSQZqv4LOqdSzaaBRPqZuT-NoTue1UREJJS0ZTN1NFSzRZTVVSS1JQTKFVNjhTWi4u>

