

Certificate of Credit in Commissioning & Purchasing for Public Care

MODULE 4: SESSION 1

Welcome back.....



Change - love it or hate.....

- **Reflect back on a recent change experience – what was your role in it, and what made it successful or not so great?**

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



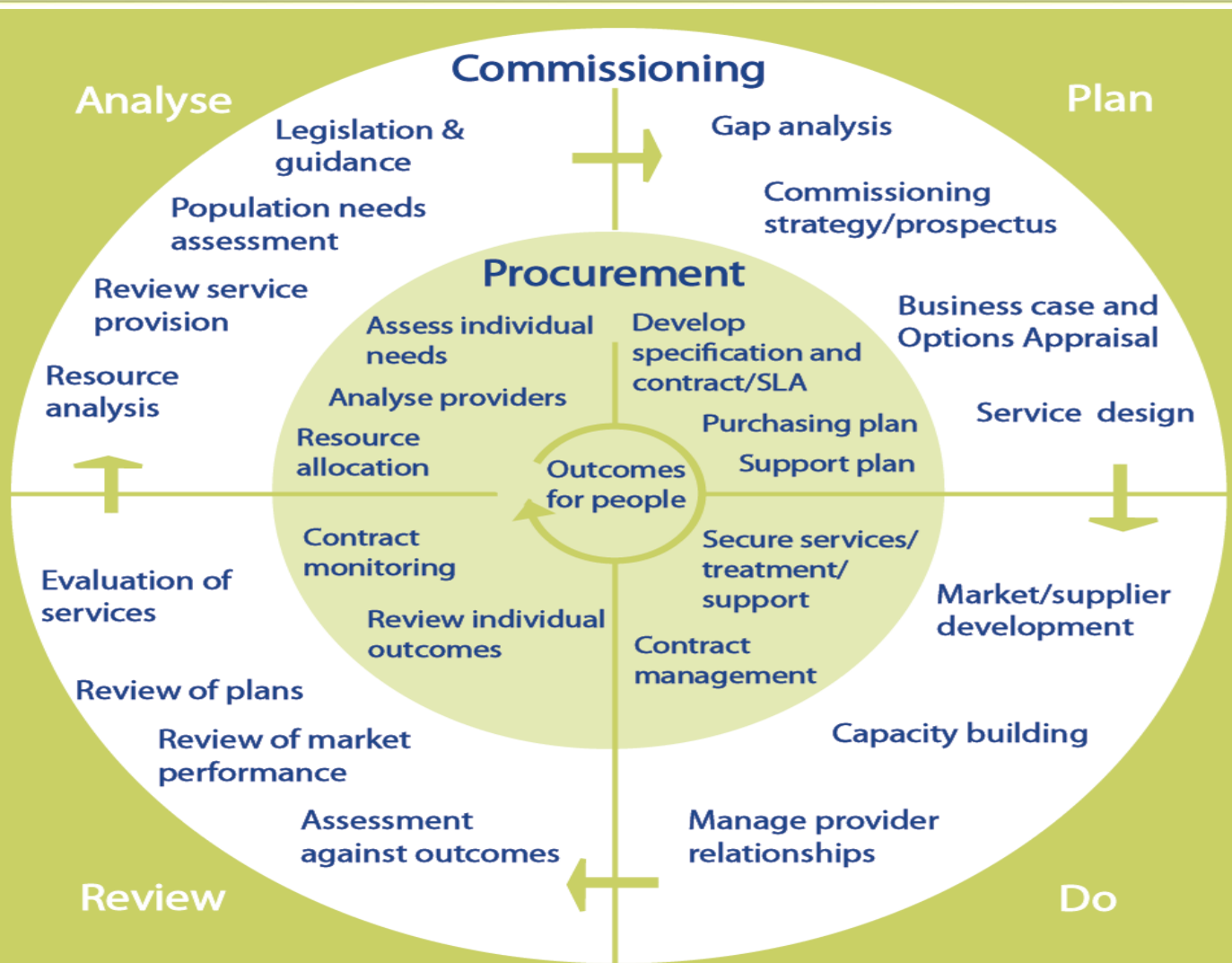
You will be going into breakout rooms, be prepared to be in rooms with 6 - 8 people



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
- Accreditation – overview
- Market shaping
- Commissioning for outcomes
- Monitoring and review
- Procurement
- *Person centred approach to commissioning - ✓*
- *Commissioning – a change activity - ✓*
- Commissioning skills

Person-centred commissioning and co- production

When can we involve people in commissioning?

Identify and assess what people want and need

Feedback on services, involvement in governance



Decide priorities and develop plans

Design services and contracting processes

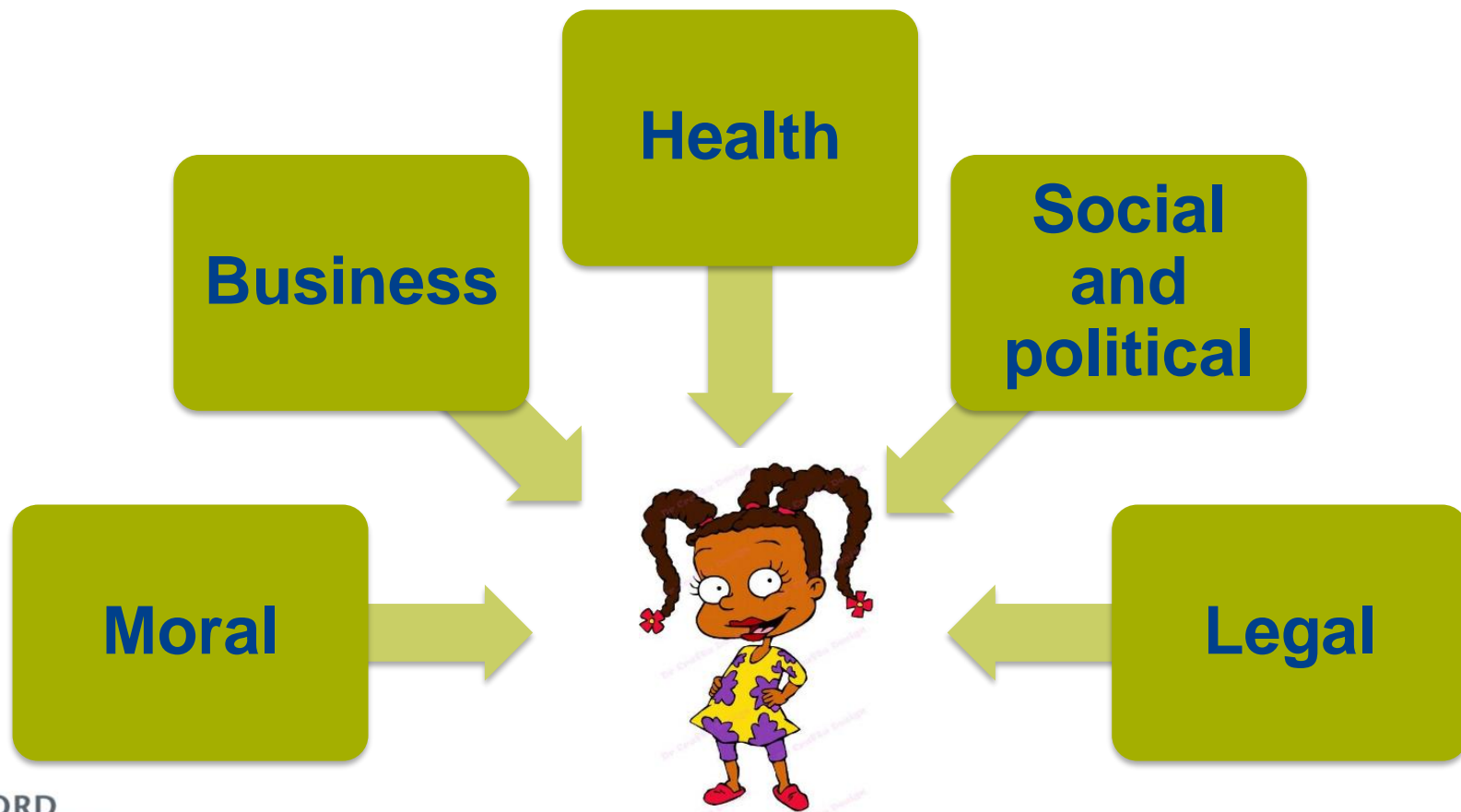
The person at the centre?



What matters to you?



Reasons for being person-centred?



Co-design or Co-Production?

Co- Design is a design approach in which a designer encourages people to identify a problem and empowers them to solve it by thinking beyond their current situation and guiding them to take steps towards making this future a reality. The designer's role is to take these ideas to the next stage - testing a prototype or developing an alpha then present it to the team.

Co-Production is not an interchangeable term for co-design. Co-Production is the practice that involves people at every stage of the production process and relies on the idea that people who use the service are best placed to help produce it



What is co-production?

		Who Designs		
		Professionals design services	People & professionals together	People design services
Who delivers	Professionals deliver services	Traditional service model	Co-designed services	
	Professionals & people together	Co-delivered services	Co-produced services	
	People deliver services	People trained to deliver services		Self-organised community provision

Co-production: a change in the commissioning approach

- **Change in the relationship with individuals, communities and groups**
- **Individuals, communities, groups, children and families who use services to be considered experts in their own circumstances**
- **Commissioners to support them in making decisions and having control over their lives**
- **Commissioners not FIXERS of problems but FACILITATORS who work with people to find solutions!**

Key tasks for commissioners to deliver a person-centred approach...

- Commission more effective early intervention and prevention services
- Financial flexibility
- New ways of supporting and engaging providers and other stakeholders
- Empowering and supporting citizens to shape the market for themselves
- Ensuring that accessible information is readily available
- Support front-line staff to be champions of a person centred approach
- Anything else?

Involving citizens in commissioning

- Commissioners' task is to manage an effective balance of activities. The form of engagement should follow its function
- Design the activities to meet your aims
- Draw in people with the right skills to help you deliver - consider external facilitation
- Involving others means sharing power



How do I decide?

- What is the objective?
- Who are the stakeholders?
- What stage of the process?
- What resources?



Types of activity - should I engage, consult, or what?

Communication

- Providing information



Consultation

- Ideas, suggestions, feedback



Engagement

- Securing agreement



Co-production

- Working together

Exercise: Engaging people in commissioning

Think about target populations and consider:

- What examples of activities or methods of involvement have you already used or considered?
- At what points in the commissioning cycle?
- What approach(es) might you introduce or improve to ensure the person's voice and experiences are included in your commissioning activity?

More information

- NHS England (2017) [Patient and public participation in commissioning: statutory guidance for CCGs](#)
- RCPCH (2017) [Involving children and young people in specialised Commissioning](#)
- LGA (2017) [New Conversations: guide to engagement](#)
- Scottish Health Council (2014) [Participation Toolkit](#)
- New Economics Foundation (2014) [Commissioning for outcomes and co-production](#)
- Nesta (2012) [People Powered Health Coproduction Catalogue](#)
- Cabinet Office (2016) [Consultation principles](#)
- HM Government (2008) [Code of Practice on Consultation](#)
- IPC (2019) Literature Review: Involvement of children and young people in commissioning
https://ipc.brookes.ac.uk/publications/pdf/Literature_Review_TUSLA_Involving_CYP_in_Commissioning.pdf

Co-Production and Community Engagement; Innovation and Conversations

- <https://www.youtube.com/watch?v=757ZgGgNS40>
- *The Consultation Institute*
- Key Contact Florence Obinna, Consultation and Engagement Manager, Hackney Council - innovative work about COVID vaccination hesitancy
- <https://blog.barnar.do/co-design-co-production-co-nfused-we-explain-f3c96566c4f7>
- <https://www.clearviewresearch.co.uk/>
- <https://blog.barnar.do/co-design-co-production-co-nfused-we-explain-f3c96566c4f7>



Commissioning – a change activity

A balance of activities

Evidence-based analysis

**Market analysis,
including cost and
quality**

**Demand forecasting of
needs**

**National guidance,
research and local
priorities**

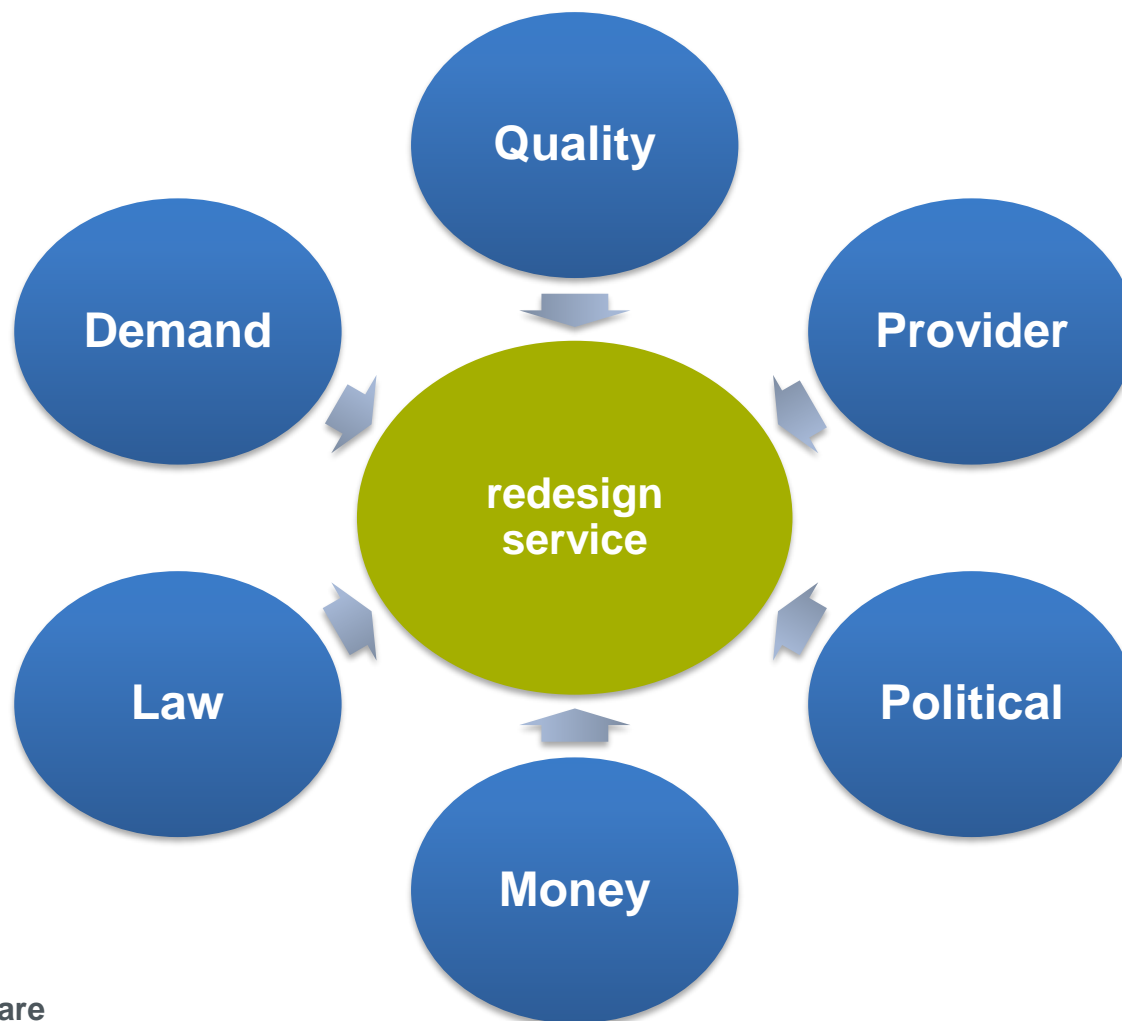
Consensus building

**Ensure decision makers
are involved at the
crucial stages**

**Involve stakeholders
early**

Plan the process well

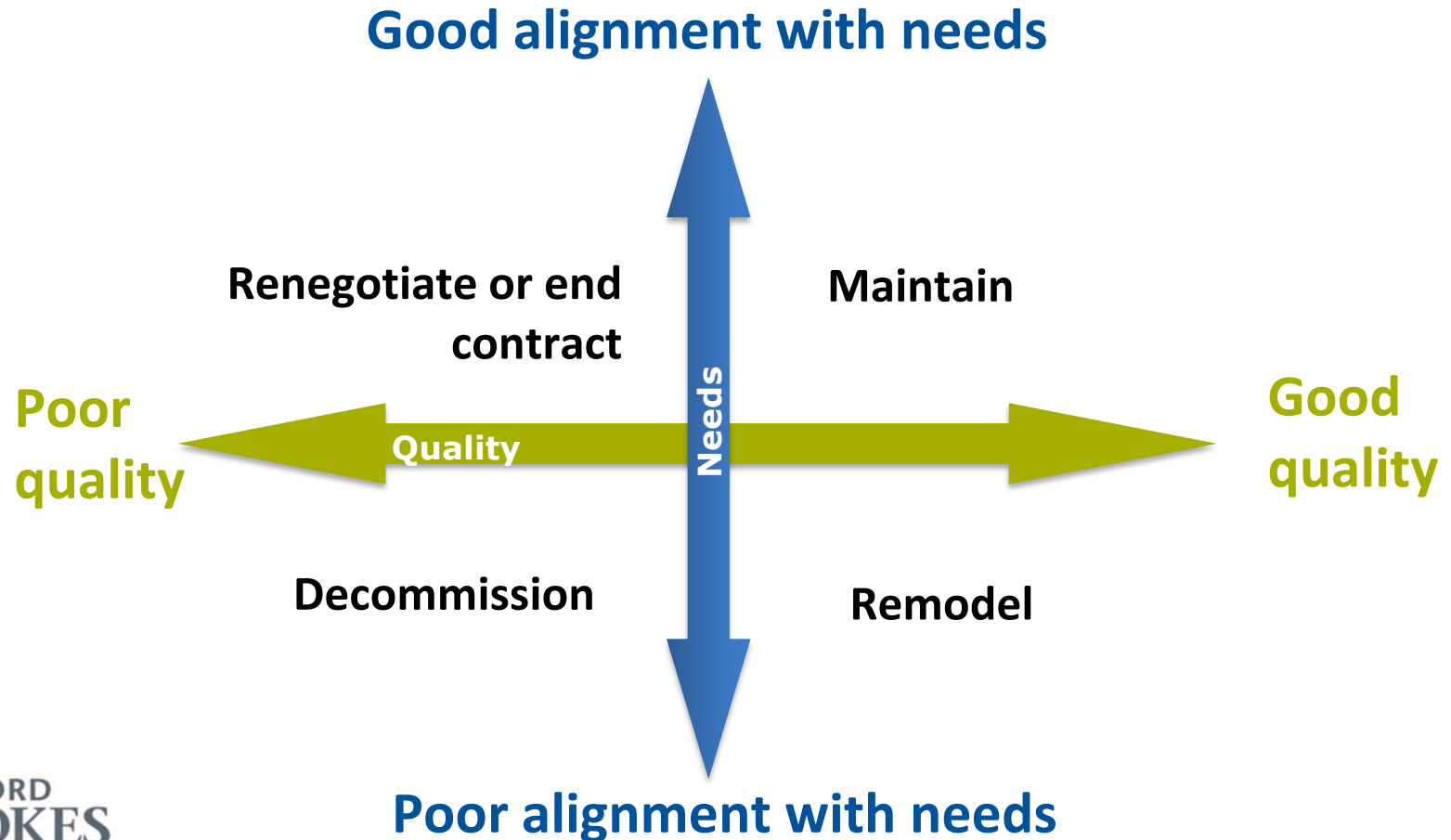
Why change services?



Options for change

- **Decommission**
- **Remodel service**
- **Renegotiate or end contract**
- **Maintain contract**
- **Develop new service**

Needs versus quality



Decommissioning

What is de-commissioning?

- **“De-commissioning is the process of planning and managing the elimination or reduction in services, or investment in services in line with commissioning objectives.”**

Local Government Association

- **“Decommissioning is stopping provision of a service or a significant part of a service in order to bring about an improvement to existing service provision.”**

National Audit Office

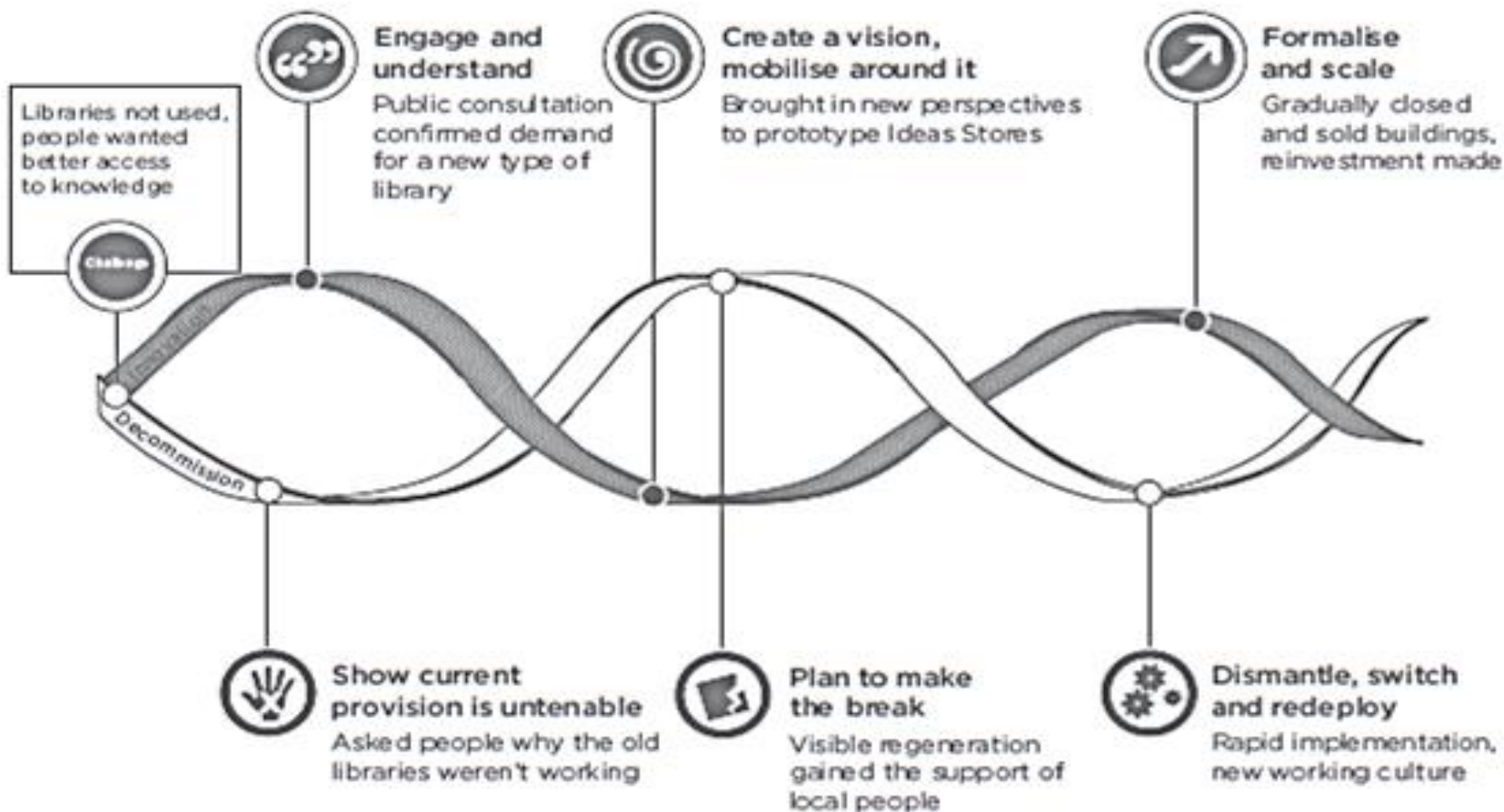
Cuts driven vs ‘intelligent’ decommissioning; commissioners...

<u>Comply with a decision</u> that may have already been taken by others and produces a tactical solution that seeks savings by ending a service	<u>Considers all options</u> to meet the needs of stakeholders, innovating, & testing options as appropriate to deliver a sustainable solution
<u>Carries out review alone</u> and not jointly with other stakeholders	<u>Builds a shared vision</u> about outcomes for the community
Focuses on the level of resources used and activity generated to understand <u>potential savings</u>	Focuses on <u>outcomes</u> to understand the impact of different options on residents and the wider market
<u>Informs</u> providers and customers of what has and will happen	<u>Engages</u> stakeholders in designing services and stopping others
Meets the <u>immediate priorities</u> but risks reputational damage and poor value for money longer term	Drives <u>strategic development</u> in an open and transparent way
Carries out the decommissioning process in a much <u>shorter</u> time	A <u>longer</u> time period, allowing for any unexpected delays or complications

Libraries case study

- What were the key factors that made this a successful example of change?
- Are there any lessons to be learned from this case study for your organisation/service?

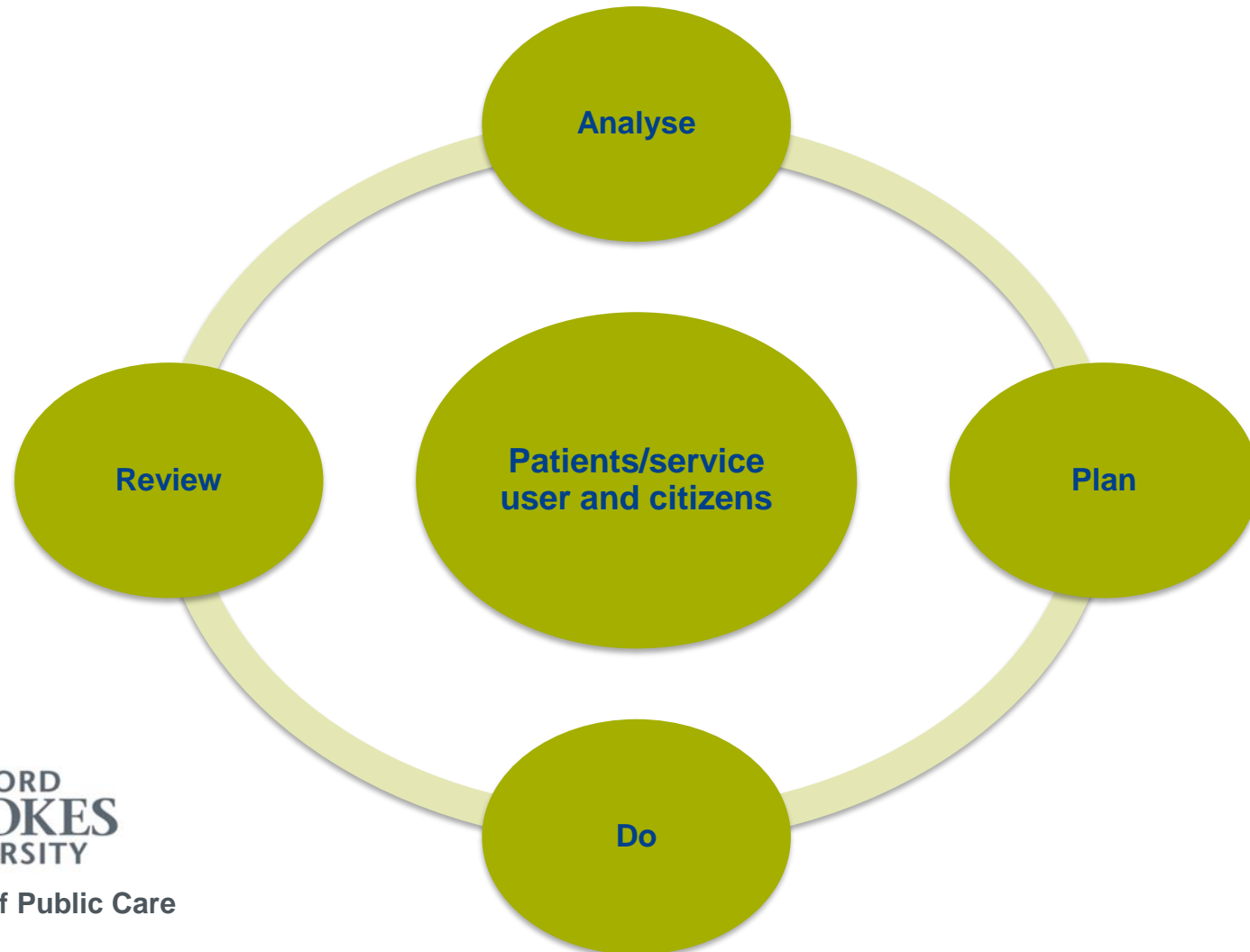
Creative decommissioning - NESTA



Principles of decommissioning

- **Transparency and fairness of process, including clear governance arrangements**
- **Welfare of patients/service users and staff**
- **Ensure overall value for money**
- **Ensure stakeholder engagement**
- **Manage risk to ensure a smooth transition**
- **Sound communication**

The decommissioning cycle



Decommissioning around the cycle: some examples

- **Analyse: Identify any statutory requirements**
- **Plan: A clear communication and engagement plan**
- **Do: Consult with the service provider and service users**
- **Review: Are there any lessons we can learn for the future?**

Transition plan

Area	Comments
Service standards	Agreed service standards to be met as the service goes through transition, to protect patients/service users
Timescale	Clarity about the timescale you be working to, and what flexibility there is within this
Information sharing	Agreements about sharing and if necessary transferring information. Early discussion needed to minimise disruption for patients/service users
Review of process	Regular meetings should be scheduled with the service provider during the decommissioning process
Staffing	Arrangements for staff involvement and/or redeployment as required, including the need for TUPE
Media and communications	How media and communications to all stakeholders are to be managed
Contractual arrangements	Any contractual issues to be resolved



Your reflections on today





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