Certificate in the Principles of Commissioning

OBU Course Code: WFPC4001

Sessions 1 and 2

Session 1 – Analyse and Plan

- Recap of the definition of commissioning, and what it entails

- Consideration of the current national and local agenda influencing commissioning

- Needs assessment and gap analysis

- Introduction to Outcome Based Commissioning

- Optional accreditation
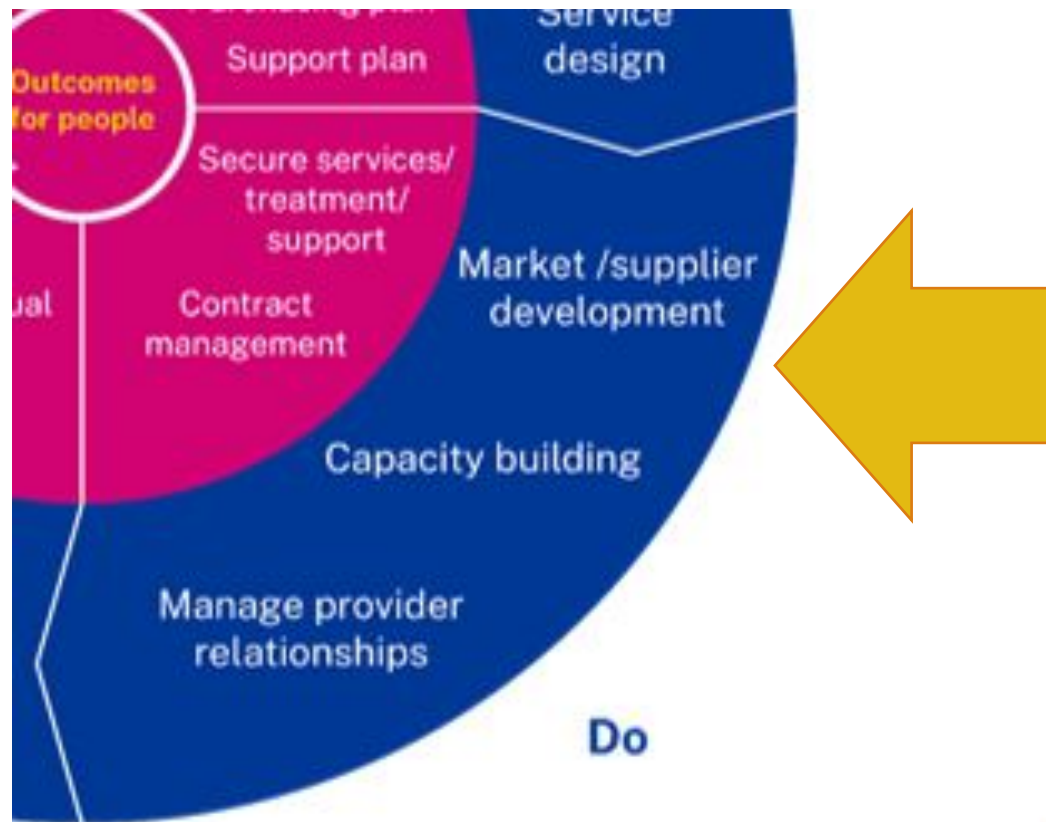
Session 2 – Do, Review and cross cutting

- Market intelligence and shaping

- Introduction to procurement and purchasing

- Managing provider relationships

- Outcomes Based & Performance Monitoring

- Engagement and involvement of local people in commissioning

- Commissioning Skills

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The IPC Commissioning Cycle

Market Intelligence and Shaping

Discussion

- What do we mean by the term 'market'?

- Who is your 'market'?

- What types of providers do you work with?

- In one word, how would you describe your provider market?

A duty towards care markets

The Care Act (2014) places new duties on local authorities to promote the efficient and effective operation of the care market as a whole.

The market should be:

- Sustainable
- Diverse
- And focus on quality

Sufficiency Duty (Children's and Young Persons Act, 2008)

Provider

Purchaser

Shaper
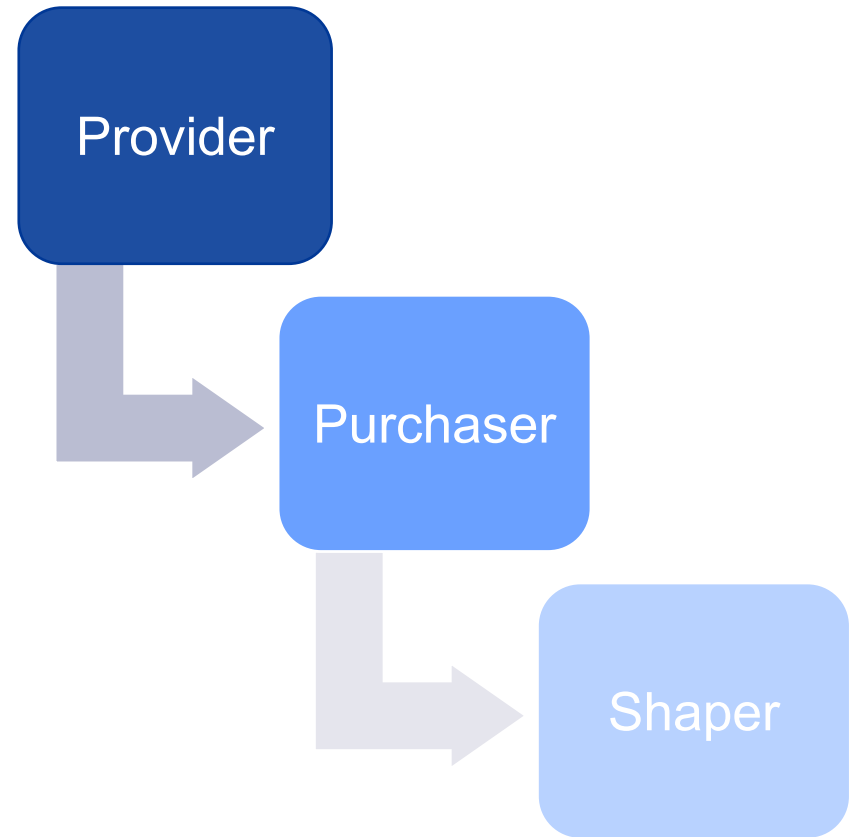
The 'sufficiency duty' in children's services

- Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Wellbeing (2012)

- Statutory Guidance on Securing Sufficient Accommodation for Looked After Children (2010)

- Statutory Guidance for Local Authorities in carrying out their Childcare Sufficiency Duties (2010)

- Children and Families Act 2014 – including the local 'information and advice offer'

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What is market shaping?

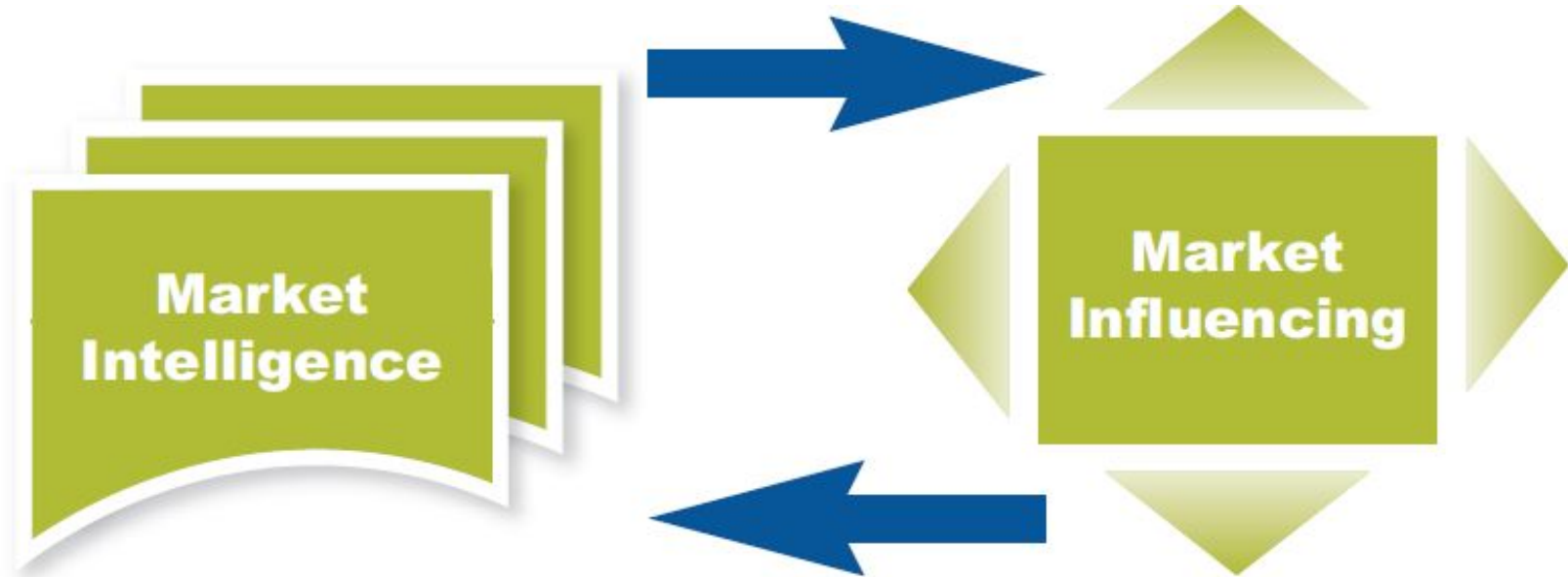"Market shaping means the local authority collaborating closely with other relevant partners…to encourage and facilitate the whole market in its area for care, support and related services."

Care and Support Statutory Guidance, Section 4.6

Market Development

Market Intervention

Market Facilitation

Market Structuring

Market Shaping

Market Management

Market Engagement

Market Oversight

Market Analysis

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Key components of market shaping

Activities which seek to understand the market

Activity taken to influence current and future range of supports/services

Market intelligence

Market intelligence can (or should) be used in several ways. For example:

- Informing commissioning and procurement practice by establishing the nature, gaps in and quality of supply in different market segments and the aspirations of those providers
- Enabling providers to better understand their competitors, gaps in supply and opportunities
- Underpinning market oversight and contingency planning arrangements

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What types of Market Intelligence do think is important?

- Gaps or oversupply in the market

- Quality of service provision

- Inputs and outputs (*Value for money?*)

- Outcomes (What is the impact?)

- Cost

- Sustainability or viability of your market

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Market influencing – core activities

- Signal to the market types of services needed now and in the future
- Encourage creativity and innovation
- Encourage re-investment and investment
- Promote continuous service improvements

Market Position Statements or Sufficiency statements

If you can't explain it **simply**, you don't understand it well enough.

– Albert Einstein
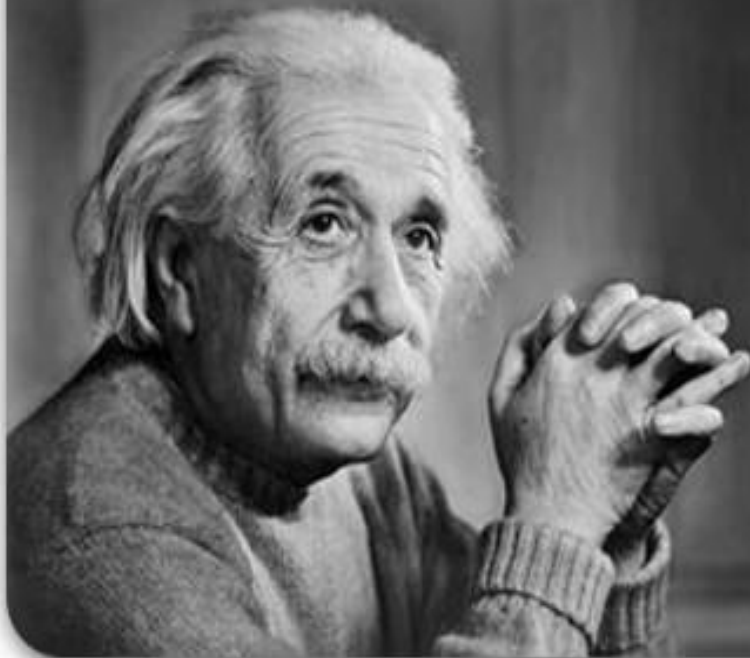
Some examples of market influencing activities

Shared market and consumer research

Workforce Development e.g. training

Seed funding / Small Grants for innovation / pilots

Co-designed services / strategies

Performance Management / Quality Assurance activity

Jobs portal for approved providers, hosted by the authority

Capital funding opportunities

Lead providers for geographical areas

Meet the buyer events

Provider forums

Joint commissioning of residential spaces

YOUR ACTIVITIES & EXPERIENCES
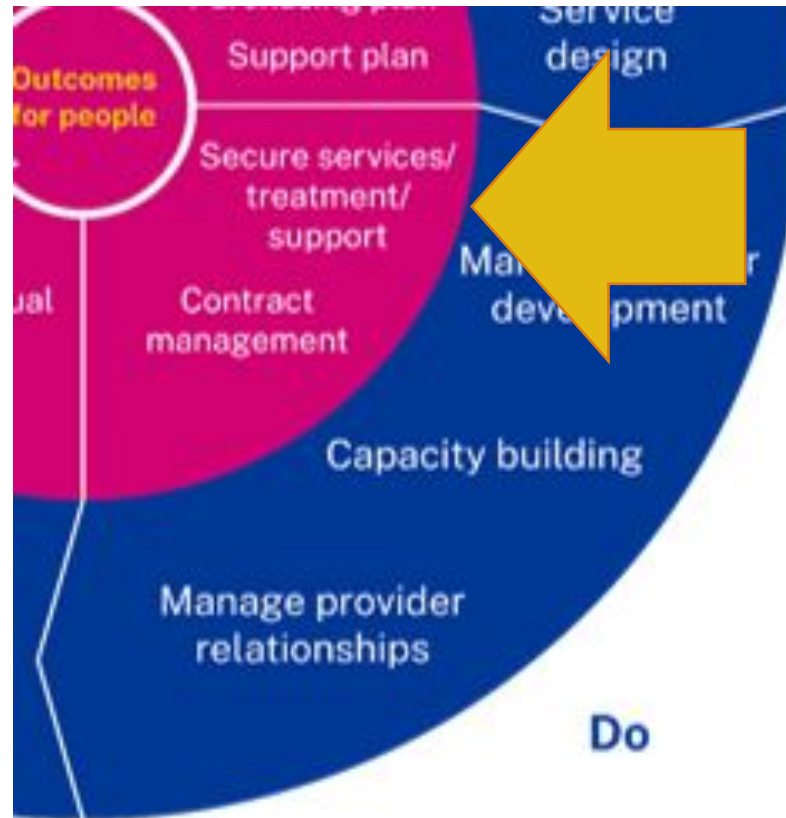
All these activities influence the market, yet the role of the commissioner and other stakeholders can differ

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Group Discussion

What might determine the market influencing / shaping activities?

Introduction to Procurement

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.

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The legal procurement framework (UK)

The Procurement Act
OR
PSR

Local procurement strategy, financial regs and standing orders

What can your procurement colleagues help you with?

- Feedback on service specifications

- Advice on appropiate procurement and tendering routes

- Support on the content of contracts and overall contract management

- Legal and finance colleagues also to be involved

TOP TIP: Contact with these colleagues as early as possible when you know a change or procurement activity may be required

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Potential Procurement Routes

Competitive Procedures (most common)

- Open tendering

- Restricted tendering

Frameworks

- Dynamic Framework Systems

- Restricted Frameworks

Other options (to be used with caution)

- Spot purchasing

- Direct award

How to select the best provider?

The following to be considered when evaluating a procurement activity:

- Pre-Selection Questionnaire – is this needed / wanted?

- Method Statement Questions

- Transparent evaluation process (including option for pass / fail) – what methods will you use?

- Evaluation panel – will you use people with lived experience?

- Weighting between cost and quality

- Consideration of Social Value?

- Standstill period – steps to mitigate any risk of legal challenge

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Managing Provider Relationships

What are your relationships like with providers you work with?
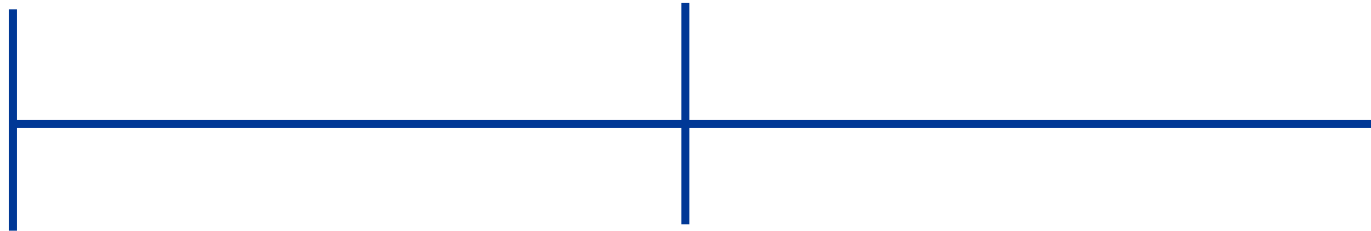
Adversarial:
- Low trust
- Transactional / legalistic
- Closed / one sided communication
- No collaboration
- Blame culture
- Customer / supplier culture

Constructive:
- Mutual trust
- Partnership working
- Consultation and consensus building
- Open communication
- Joint problem solving and risk sharing
- Expectations of the roles and responsibilities of each party are clear and understood

Passive:
- Too familiar or cosy
- Little challenge
- Roles and expectations of each party is unclear or not fulfilled
- Fear of upsetting each other

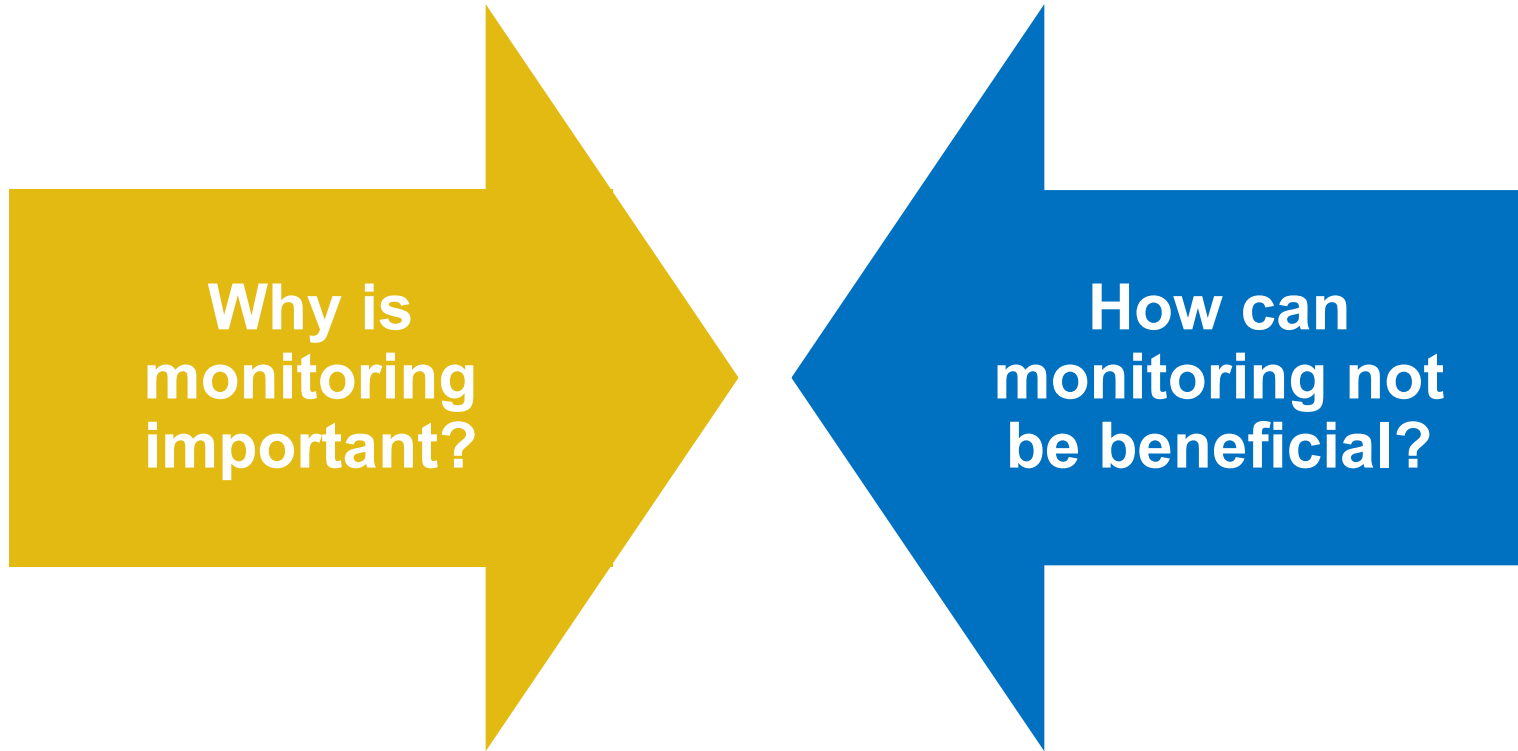**ipc**

Breakout Discussions

In your breakout rooms, suggest:

- Ideas for what helps to promote effective relationships (and why)

- Any actions or improvements could be made in your teams / areas

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Reviewing / monitoring services

Why is monitoring and review important?

Why is monitoring important?

How can monitoring not be beneficial?

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

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Take 'Six Steps'!

6 *Carry on or change it!*

1 Agree what's needed – your *'objective'*

2 What model of care works!

3 Agree what will it tell you if it's working

4 *Measure it!*

5 Make some sense of what the evidence is showing

Ordinary and unique lives for adults with a learning disability and/or autism: a six steps approach (2020) IPC

A reminder…

Inputs   **+ Processes**   **+ Outputs =**   **Outcomes!**

Measuring / monitoring for outcomes

How much did we do?

\# Customers served
(by customer characteristic)

\# Activities
(by type of activity)

How well did we do it?

% Common measures
Workload ratio, staff turnover rate, staff morale, percent of staff fully trained, worker safety, unit cost, customer satisfaction: *Did we treat you well?*

% Activity-specific measures
Percent of actions timely and correct, percent clients completing activity, percent of actions meeting standards

Is Anyone Better Off?

\# Skills / Knowledge

\# Attitude / Opinion

\# Behavior

\# Circumstance

% Skills / Knowledge

% Attitude / Opinion
including customer satisfaction: *Did we help you with your problems?*

% Behavior

% Circumstance

Mark Friedman 2005

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Measuring outcomes
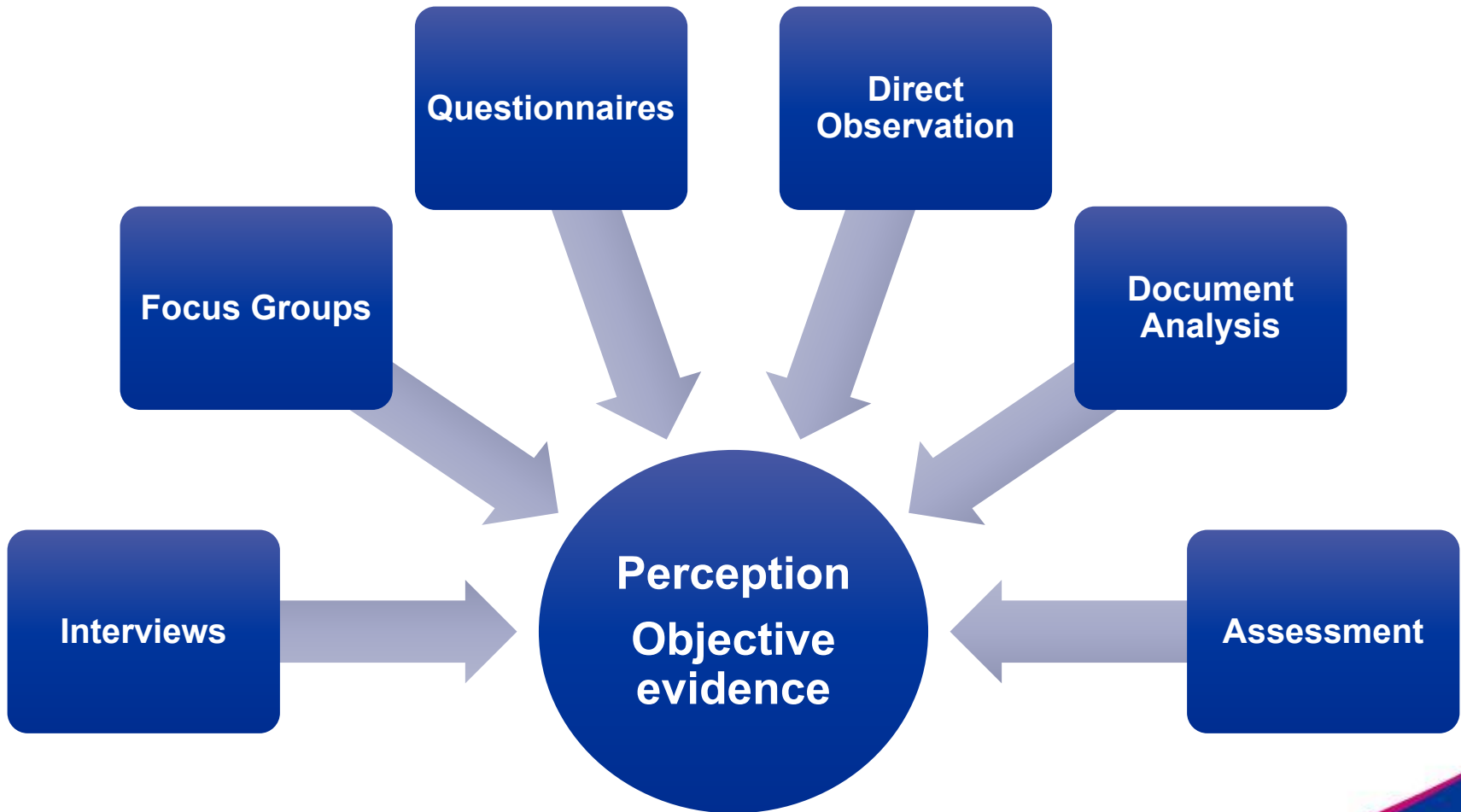
Individual outcomes

- Anecdotes/quotes

- Case studies

- Self-reported change

- Surveys (Before/After)

- Comparison Groups

- Random Control trials

- Any others?

Dan Corry, Chief Executive of New Philanthropy Capital (NPC)

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
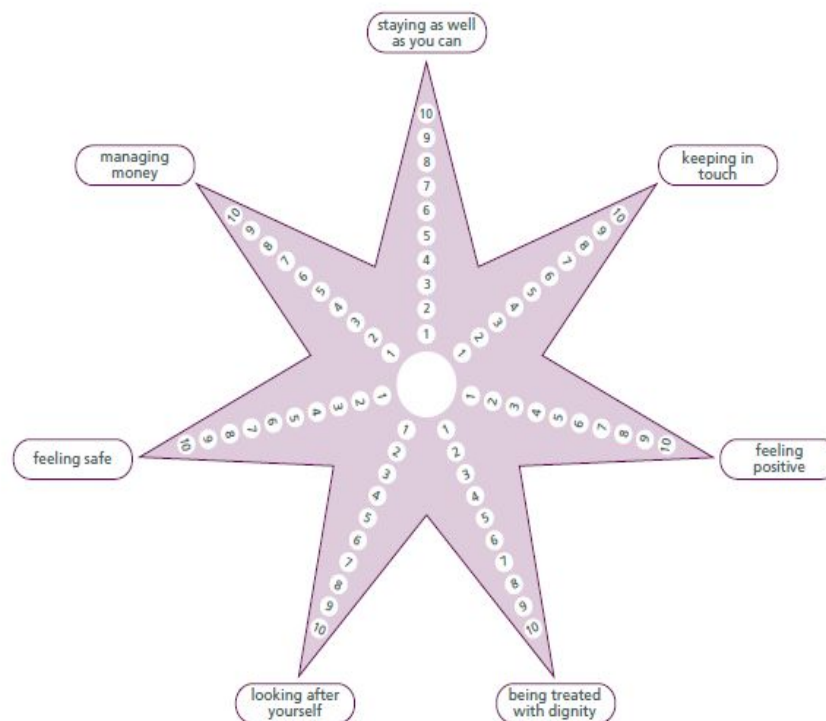
Triangle Consulting Social Enterprise

Service/Support intervention-based outcomes

https://www.wlga.wales/introduction-to-the-home-care-toolkit

KPI (e.g.)	Target (e.g.)	Alignment with National Outcome Framework Indicators (e.g.)
People will be supported to become as independent as possible in their own homes, and reliance on formal service delivery will be reduced	60% of homecare packages remain stable at review >20% of homecare packages have a decreased need at review <20% of homecare packages have an increased need at review	I get the right care and support, as early as possible I am treated with dignity and respect My individual circumstances are considered
People are supported to meet their identified wellbeing outcomes	100% of care packages identified outcomes are being met 100% of audited service delivery plans clearly identify outcomes and how they will be met	My voice is heard and I am listened to I do the things that matter to me I speak for myself and contribute to the decisions that affect my life, or someone who can do it for me

Population based outcomes

Quality-Adjusted Life Year (QALY)

"A measure of the state of health of a person or group in which the benefits, in terms of length of life, are adjusted to reflect the quality of life. One quality-adjusted life year (QALY) is equal to 1 year of life in perfect health.

QALYs are calculated by estimating the years of life remaining for a patient following a particular treatment or intervention and weighting each year with a quality-of-life score (on a 0 to 1 scale). It is often measured in terms of the person's ability to carry out the activities of daily life, and freedom from pain and mental disturbance."

This is how NICE decide what medical treatments to approve - £30K per life-year!

Can we find a social care equivalent?

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Group discussion

- As well as outcomes, why is it important that we monitor and analyse outputs and inputs from a commissioned service?

- How can we get this balance right?
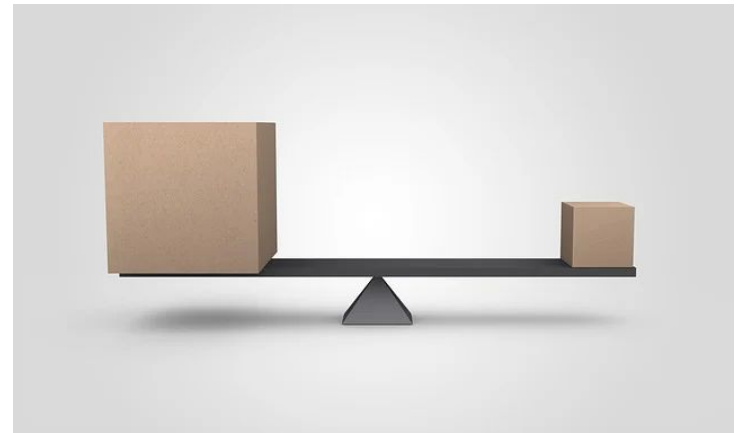
Scenario Exercise

You have been asked to design the monitoring arrangement for a jointly commissioned service who have been asked to reduce homelessness locally

Agree up to four desired outcomes (a mixture of individual, service and population level)

- What outputs would you suggest are also measured?

- How might you monitor that these are being achieved?

Contact us

🌐 https://ipc.brookes.ac.uk

✉️ ipc_courses@brookes.ac.uk

𝕏 @ipc_brookes

📞 01865 790312

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