



Working online – what we expect from you



Give yourself the space to learn and engage with the course



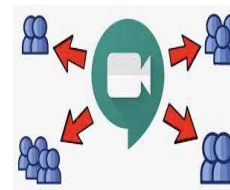
Respect and professional confidentiality



Raise your 'virtual hand' if you would like to contribute or ask a question



This is still a learning environment – be present, join in and contribute



Be prepared to go into breakout rooms and self manage activities and contributions



Keep your camera on where possible



Mute your microphone when not contributing to reduce background noise



Be on time for the modules and from breaks

Sessions 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
- Market shaping
- Commissioning for outcomes - ✓
- Monitoring and review - ✓
- Contract management and procurement - ✓
- Accreditation: check in - ✓
- Person centred approach to commissioning
- Delivering change
- Commissioning skills



© 2002 IPC Commissioning Cycle. All rights reserved.

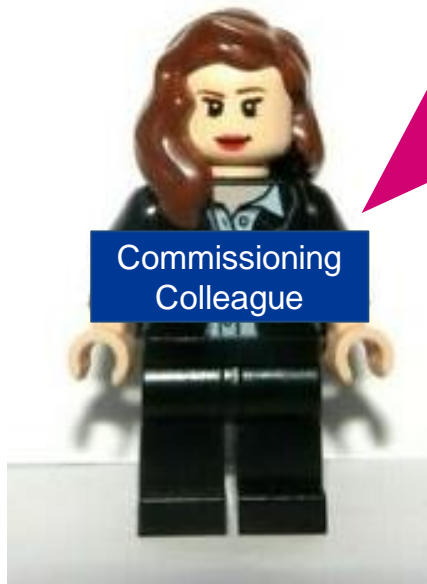
Outcome-Based Commissioning

Institute of Public Care Commissioning Cycle



© 2002 IPC Commissioning Cycle. All rights reserved.

Focussing on outcomes



“Public service commissioners are under increasing pressure to demonstrate the impact of their services on the beneficiary in terms of the outcomes achieved. To do this, they will need to focus on the impact on the service user and what has been achieved, rather than just how time and money have been spent. “

Social Finance (2015:2) Commissioning for outcomes across children's services and health and social care

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

From Inputs to Outcomes



Inputs



Processes



Outputs



Outcomes

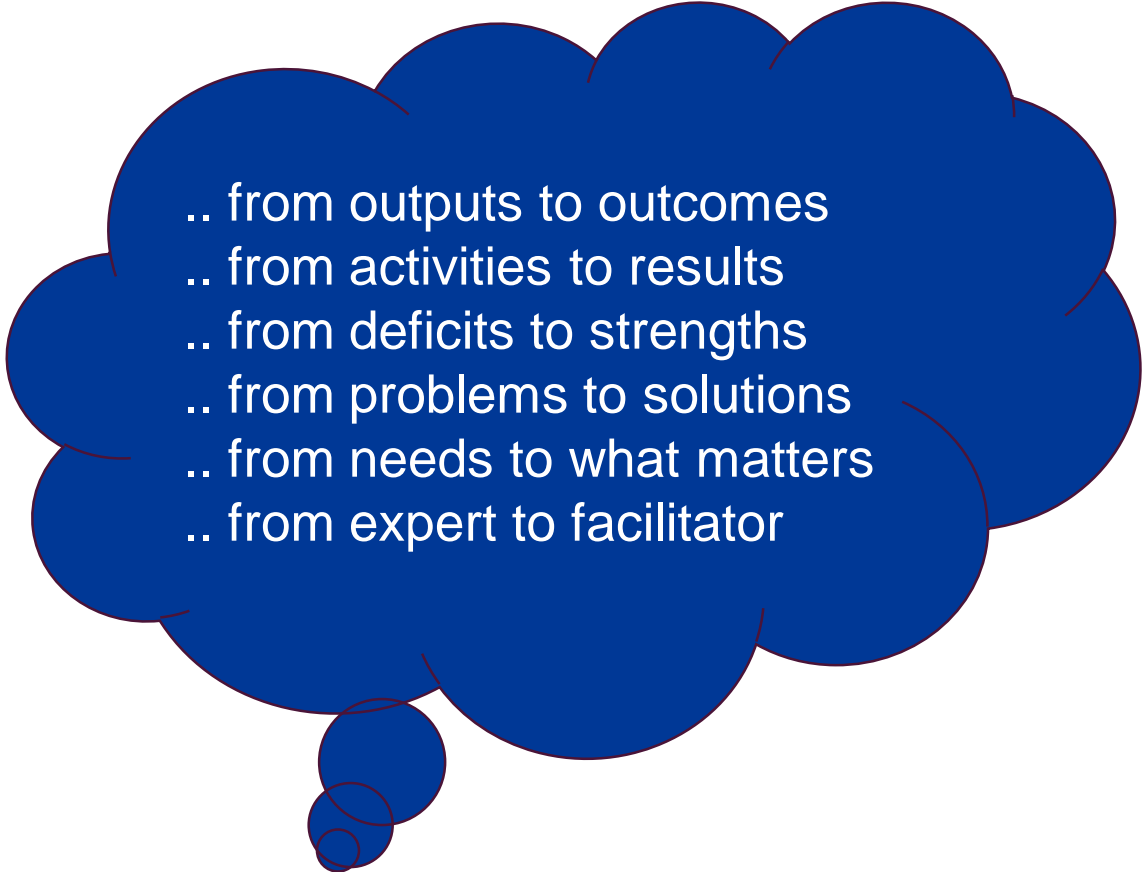
Outcome, output, or process/input?

| Objective | Type | Measure |
|---|------|---------|
| 1. Fewer service users will experience tenancy failure | | |
| 2. Develop a register of those receiving advocacy by June | | |
| 3. Fewer children in care will offend | | |
| 4. All staff will be paid at least minimum wage plus £1.50 | | |
| 5. Reduce the vacancy rate by 5% | | |
| 6. Reduce the average waiting time to access the tier 3 CAMH service to 6 weeks | | |
| 7. There is a written equal opportunities policy | | |

Service-led or outcome focussed?

| | Service led | | Outcome focuses |
|--------------|---|----------------------------------|---|
| Endpoint | Delivery of service | S H I F T | Impact of the plan |
| Format | Pre-determined question and answer formats | | Semi structured conversation = open questions |
| Approach | Obtaining information required for form filling = “filtering” information | | Skilled interaction including active listening and reflecting back |
| Person | Client, service, user or patient who receives services | | Person in their own right with skills, ability and a role to play in achieving their outcomes |
| Practitioner | Expert | | Enabler & partner |
| Focus | Identify problems and deficits and match to a limited list of services | | Build on capacities and strengths towards creative solution |
| Recording | Tick box | | Building a picture towards a clear plan for achieving outcomes |

An outcomes focus approach requires a shift in thinking

- 
- .. from outputs to outcomes
 - .. from activities to results
 - .. from deficits to strengths
 - .. from problems to solutions
 - .. from needs to what matters
 - .. from expert to facilitator

Things people like about an outcome-based approach

- Based on the person's desires, not service led.
- Holistic approach.
- Fits with person centred approaches; puts the individual at the centre.
- Empowers service users and promotes self advocacy.
- Emphasises evidence based practice.
- Focuses on needs and seeks positive interventions to provide better outcomes.
- It facilitates a co-productive approach using person's assets as well as services or support.

Potential issues with outcome-based approach

- Distance from commissioners to service users and carers
- Legal restraints
- Attribution
- Measurement

Scenario-based exercise

Outcome-based commissioning

The Leader of the Council wants commissioners to identify a set of outcomes to be achieved in relation to young people who are sofa surfing in your local area



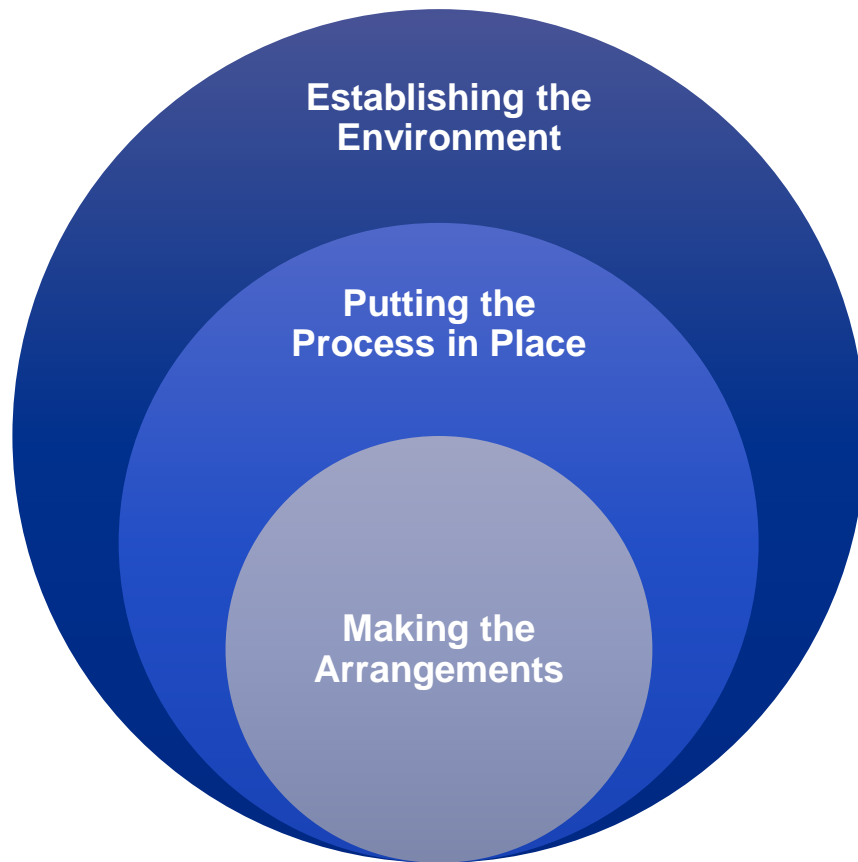
Stage 1

- Consider people who the young people sofa surfing are in your area, and what you plan to commission
- Agree your desired outcomes – no more than 2 or 3

Stage 2

- Identify one measure or indicator (outputs) you might use to help you understand whether the outcomes identified are being met.
- Note the measures – you'll be picking this back up in the monitoring/review section.

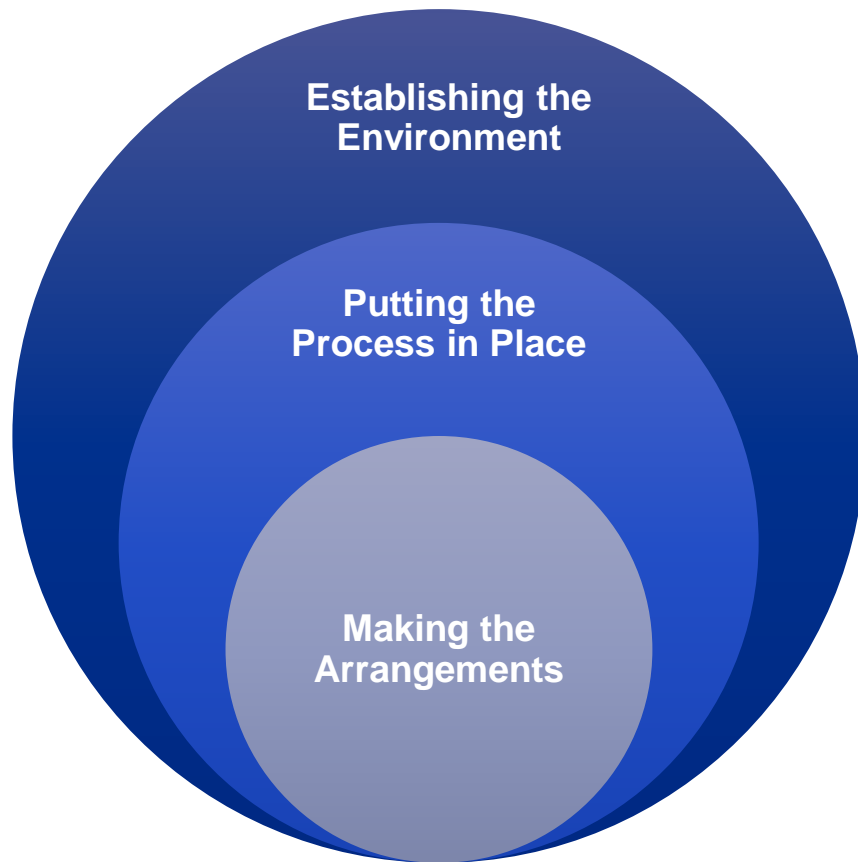
IPC Model for Whole System Outcomes Based Commissioning



“Establishing the environment”

creating the right culture, vision, attitudes, behaviours and relationships to enable outcomes to become integrated into every aspect of the social care system.

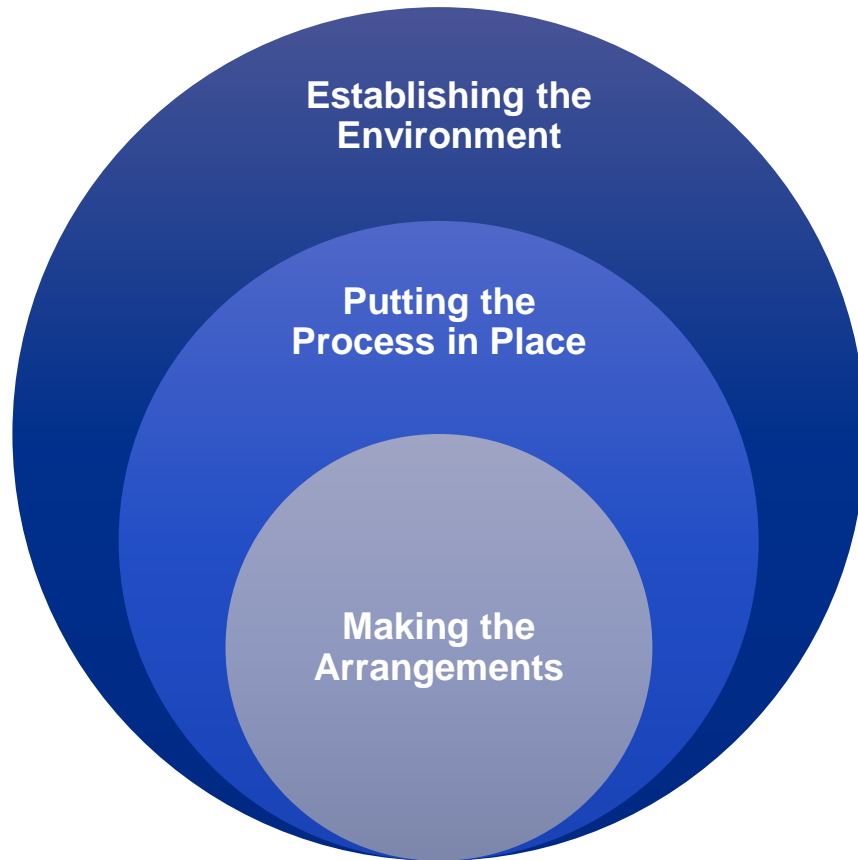
IPC Model for Whole System Outcomes Based Commissioning



“Putting the processes in place”

systems and processes which will support and enable the delivery of outcome focused services. This includes assessment, care and support planning, review, performance monitoring as well as ensuring that staff have the relevant skills.

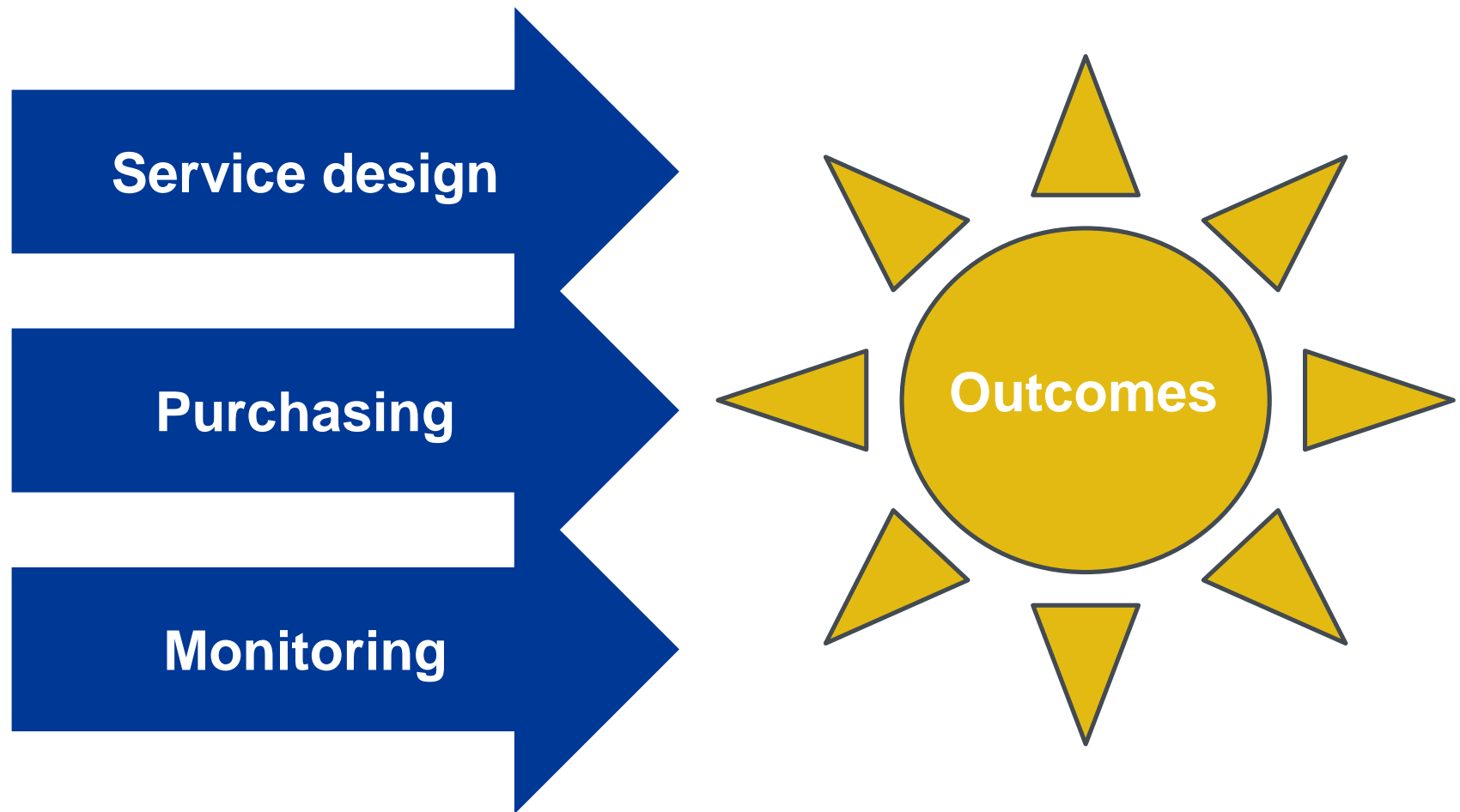
IPC Model for Whole System Outcomes Based Commissioning



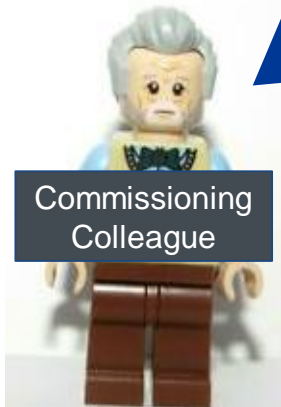
“Making the arrangements”

To ensure an outcome focused approach across the whole system the final element of the model describes the arrangements that need to be in place to enable care and support to be contracted, delivered and paid for on the basis of outcomes.

3 elements of an outcomes based approach



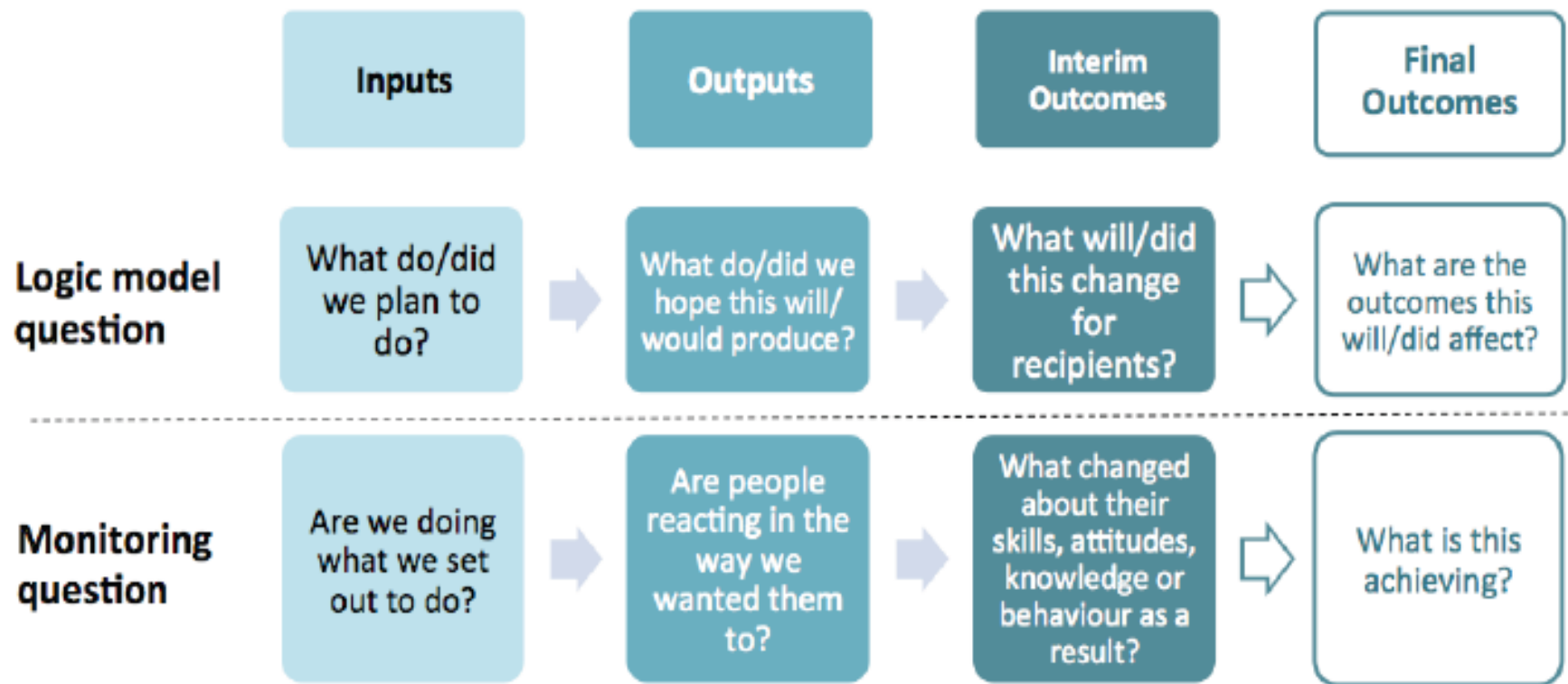
Service design



- Agree tangible outcomes, identify who benefits from these and what is the value of such outcomes.
- Identify specific actionable insights into the underlying needs of children and how the system currently responds to them
- Acquire robust understanding of the available interventions, and their business case for different sets of issues
- Engage all those agencies that are likely to have a material impact on the selected outcomes.
- Commissioner sets direction but some risks transferred to the delivery body.

Social Finance (2015) Commissioning for outcomes across children's services and health and social care

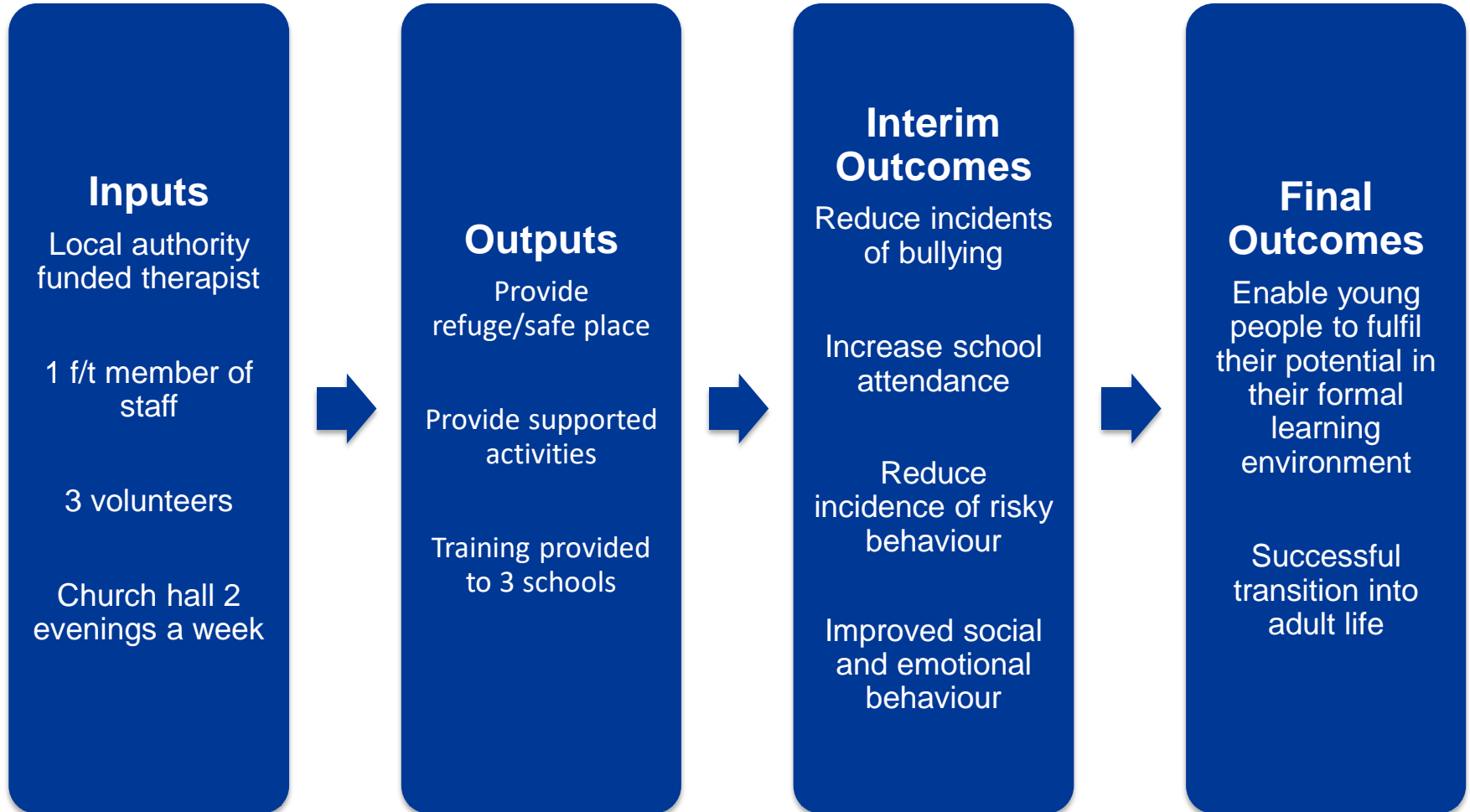
Outcomes-based service design –sequence of events



Children's Improvement Board (2012)

Monitoring outcomes and quality assuring provision for children and young people with special educational needs

Example logic model



Purchasing

- May require a fundamental re-think of business model and operation for providers.
- Can we:
 - Stop paying for outputs?
 - Continue to ensure user choice and personalisation?
 - Attribute the outcomes obtained by a patient/service user to the input of a single provider?
 - Give organisations who provide services incentives for doing better than the agreed outcomes, and disincentives if they don't?



IPC's approach to outcome based purchasing

Establish the environment

- Identify the vision
- Align organisational and individual aspirations
- Redefine the purchasing relationships
- Change culture & attitudes

Put the processes in place

- Care planning & assessment
- Service design
- Staff skills and readiness
- Measuring & monitoring
- Developing the purchasing mechanisms for individuals and agencies

Make the Arrangements

- Contracts
- Costs
- Charging

Social Impact Bonds

- A commissioning tool that can enable organisations to deliver outcomes contracts and make funding for services conditional on achieving results.
- Social Investors pay for the project at the start, and then receive payments based on the results achieved by the project.
- There are over 30 SIBs across the UK, supporting tens of thousands of beneficiaries in areas like youth unemployment, mental health and homelessness.
- More information available at <https://www.gov.uk/guidance/social-impact-bonds>

Monitoring

- Put in place a monitoring framework that is capable of capturing performance against the outcomes.
- Develop one or more indicators to measure the change in relation to each outcome.
- Ensure a balance between subjective (or self-reported) and objective indicators.
- Measure intermediate outcomes or the distance travelled towards an outcome.
- Evaluate longer-term outcomes.

Nef (2009) A guide to commissioning children's services for better outcomes



What works in implementing an outcome-based approach

- Developing trust and enabling providers to have the skills and knowledge to deliver the right outcomes in the most appropriate way
- Make payment and performance management processes clear and simple
- Develop common understanding and engagement across assessment staff, providers, carers and their families of the importance of taking an outcomes approach

IPC (2015) Emerging practice in outcome-based commissioning for social care

Contact us



<https://ipc.brookes.ac.uk>



ipc_course@brookes.ac.uk



@IPC_Brookes



01865 790312