

OXFORD
BROOKES
UNIVERSITY



institute of
public care

Outcome-Based Commissioning

Institute of Public Care Commissioning Cycle



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

What do we mean by outcomes – our definition

“An outcome is a change in circumstances that results from the decisions we make and the actions we take”.

- Service user/carer outcomes
- Population or ‘system’ outcomes
- Social outcomes/Social Value
- Economic outcomes
- Efficiency outcomes
- Legal compliance 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

What do we mean by 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

Individual and 'System' Outcomes

For People

- Wellbeing and Independence – living the life I want, keeping safe and well
- Information and Advice – having the information I need, when I need it.
- Active and Supportive Communities – keeping family, friend and connections
- Flexible and integrated care and support – my support, my own way
- When things need to change – staying in control
- Workforce – the people who support me

Making It Real - TLAP

Individual and 'System' Outcomes

For example, for council run adult social care

- That for some people, living in their 'own home and community' is preferred.
- That there should be a reduced inappropriate use of hospital and residential care beds.
- That people should be empowered, have choice and support to maximise their strengths and stay independent.
- That people should be satisfied with the support and services they receive.
- That ASC should endeavour to use resources effectively and efficiently.
- That ASC has an adequate supply of appropriately qualified and trained staff

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.

Working with Outcomes - some challenges

Some of the main challenges of working with outcomes are:

- Identifying and agreeing what outcomes we should be aiming for
- Getting everybody to work to outcomes
- Knowing the outcomes we want to achieve does not tell us what we need to do to achieve them
- Linking the identified outcomes to our activity
- Finding measures and methods to capture them

Scenario-based exercise

Outcome-based commissioning

The Director wants commissioners to identify a set of outcomes to be achieved in relation to:

- A 10-session support programme for young people (12-16yrs) with ALN in a school setting.
- A support service for care leavers
- A day service for older people with a diagnosed mental health issue



Stage 1

- Consider in your target group. Who they are, and what you plan to commission
- Nominate a record-keeper
- Agree your desired outcomes – no more than 3 or 4

Stage 2

- Identify measures or indicators (outputs) you might use to help you understand whether the outcomes identified are being met
- Consider how you would realistically monitor a contract to get this information
- Note the measures

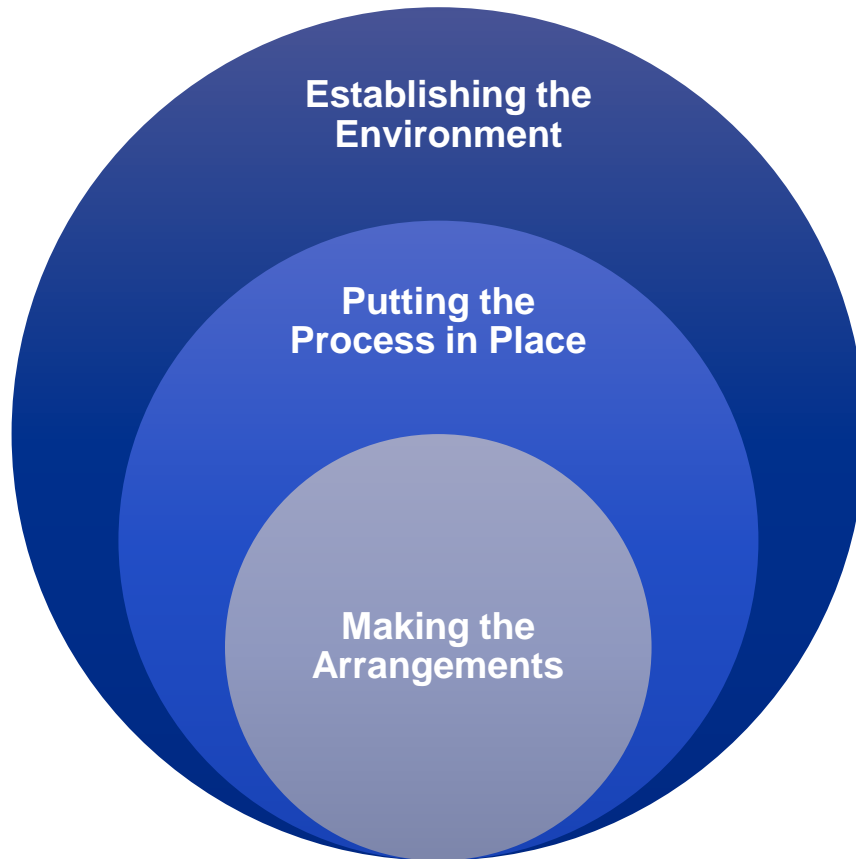
Stage 3

- Consider the proposed measures and monitoring arrangements: how realistic are they? Any changes or additions?
- Revisit your original outcomes:
 - Are they the right ones?
 - Would you revise any of them?

Discussion

- What in practice might be the key challenges to implementing this outcome-based approach:
 - In your own organisation?
 - Externally?
- What can you and others do to overcome these difficulties?

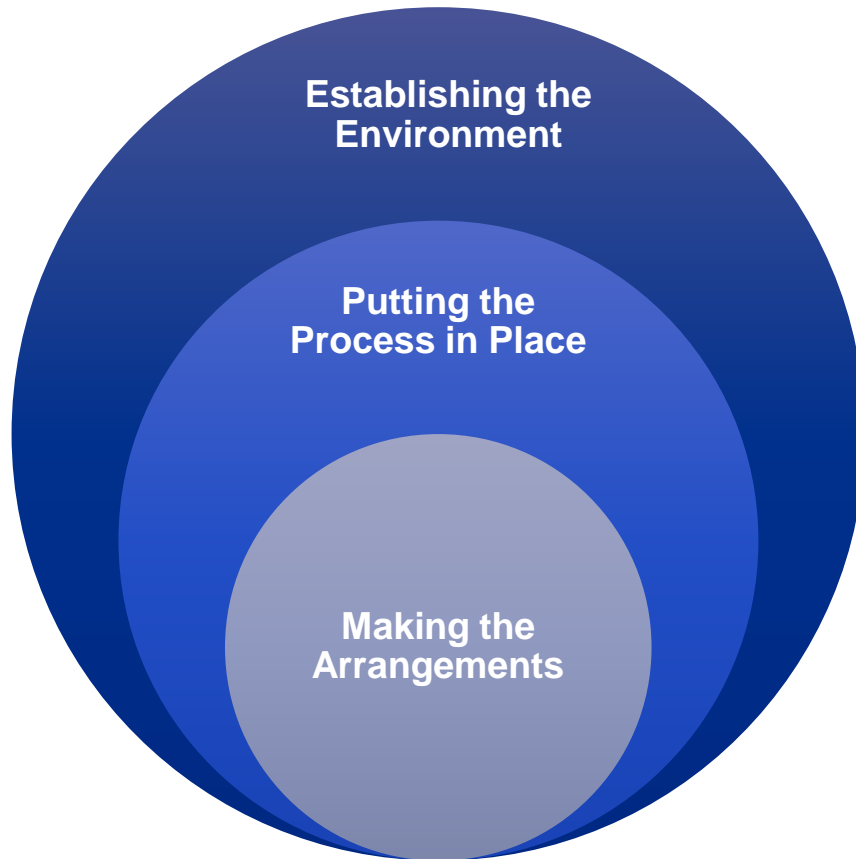
IPC Model for Whole System Outcomes Based Commissioning



“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.

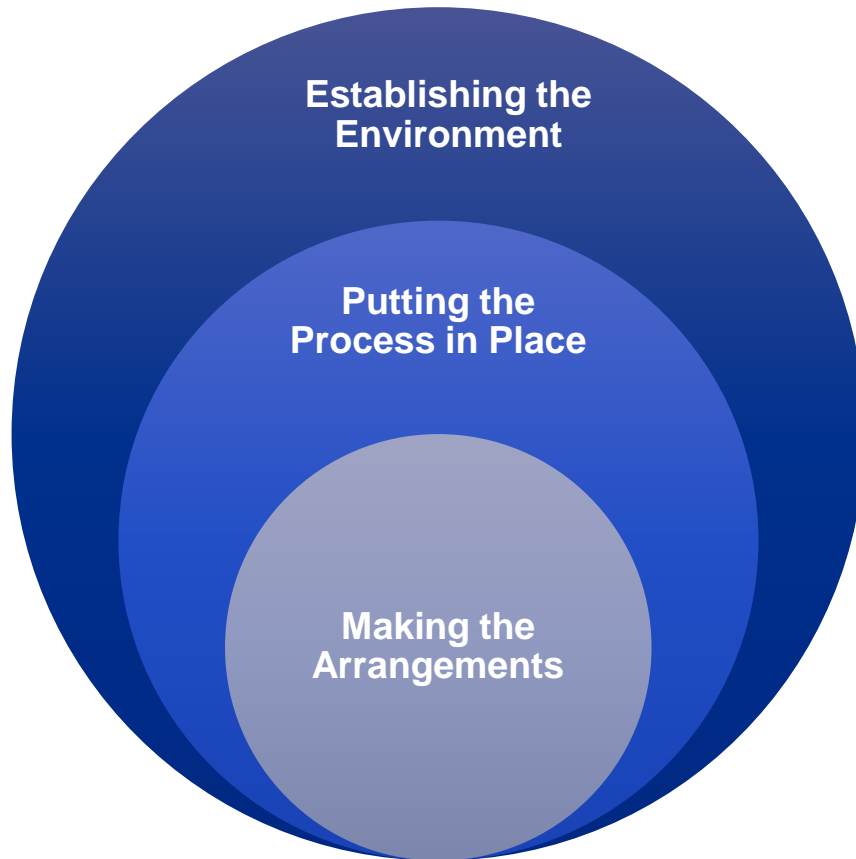
IPC Model for Whole System Outcomes Based Commissioning



“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.

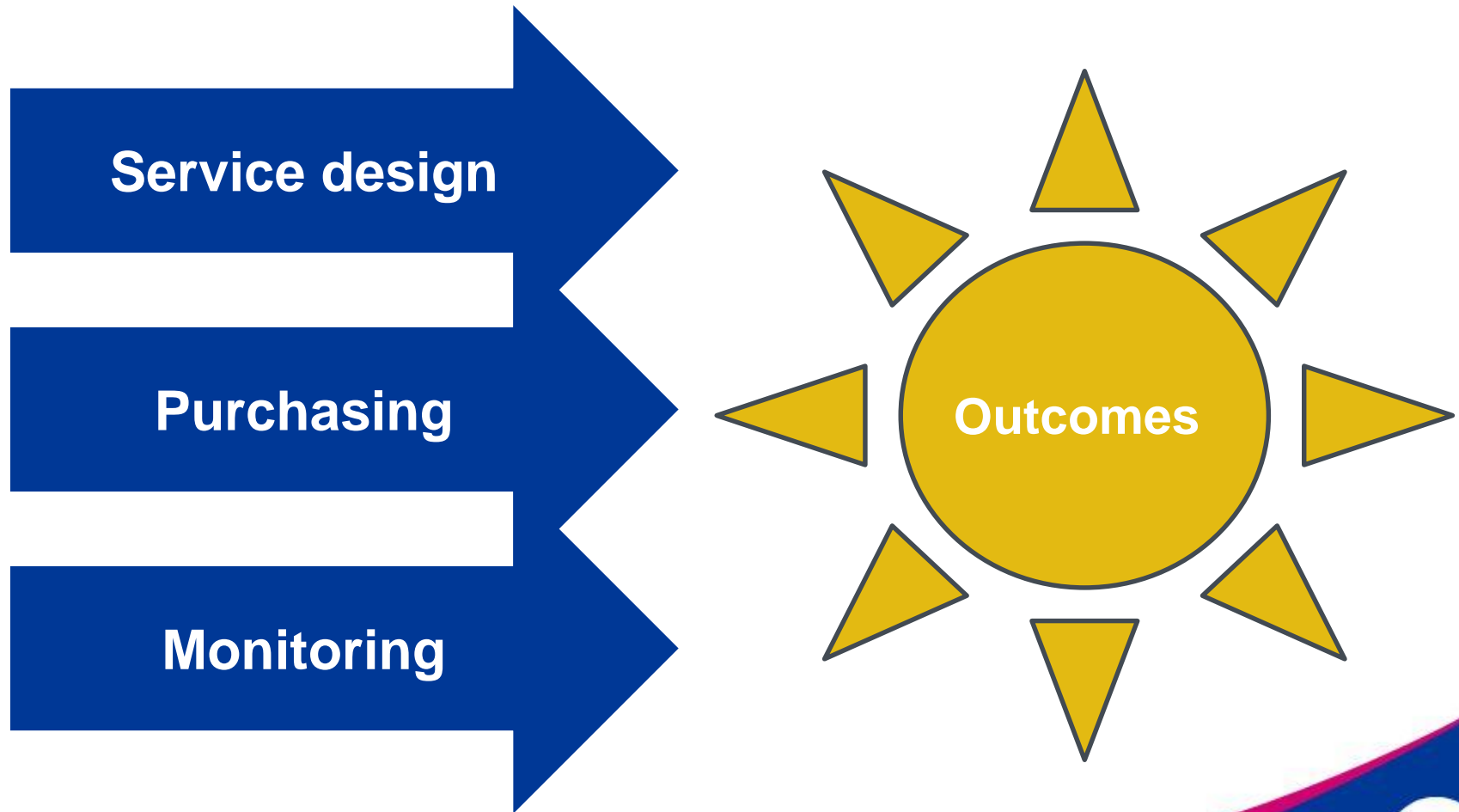
IPC Model for Whole System Outcomes Based Commissioning



“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



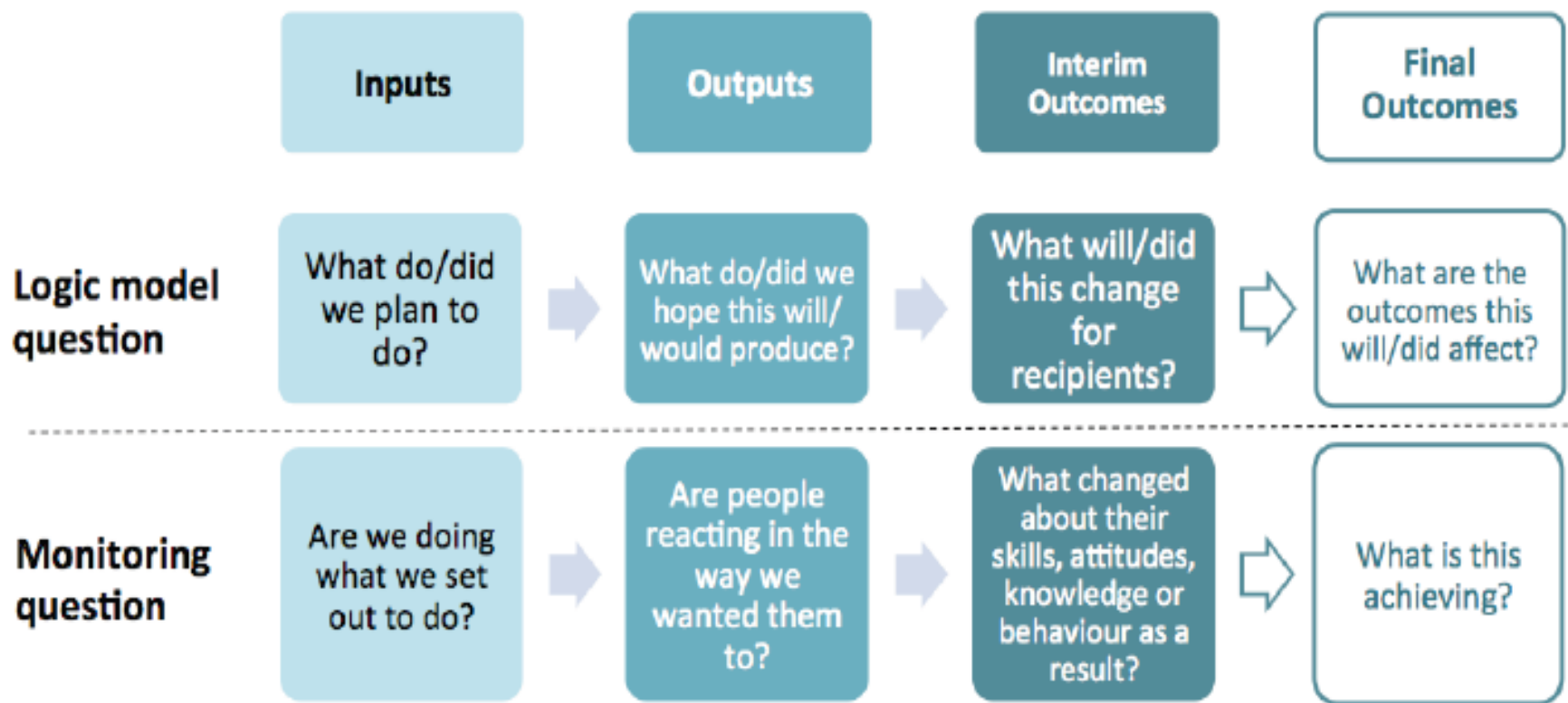
Service design

- 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

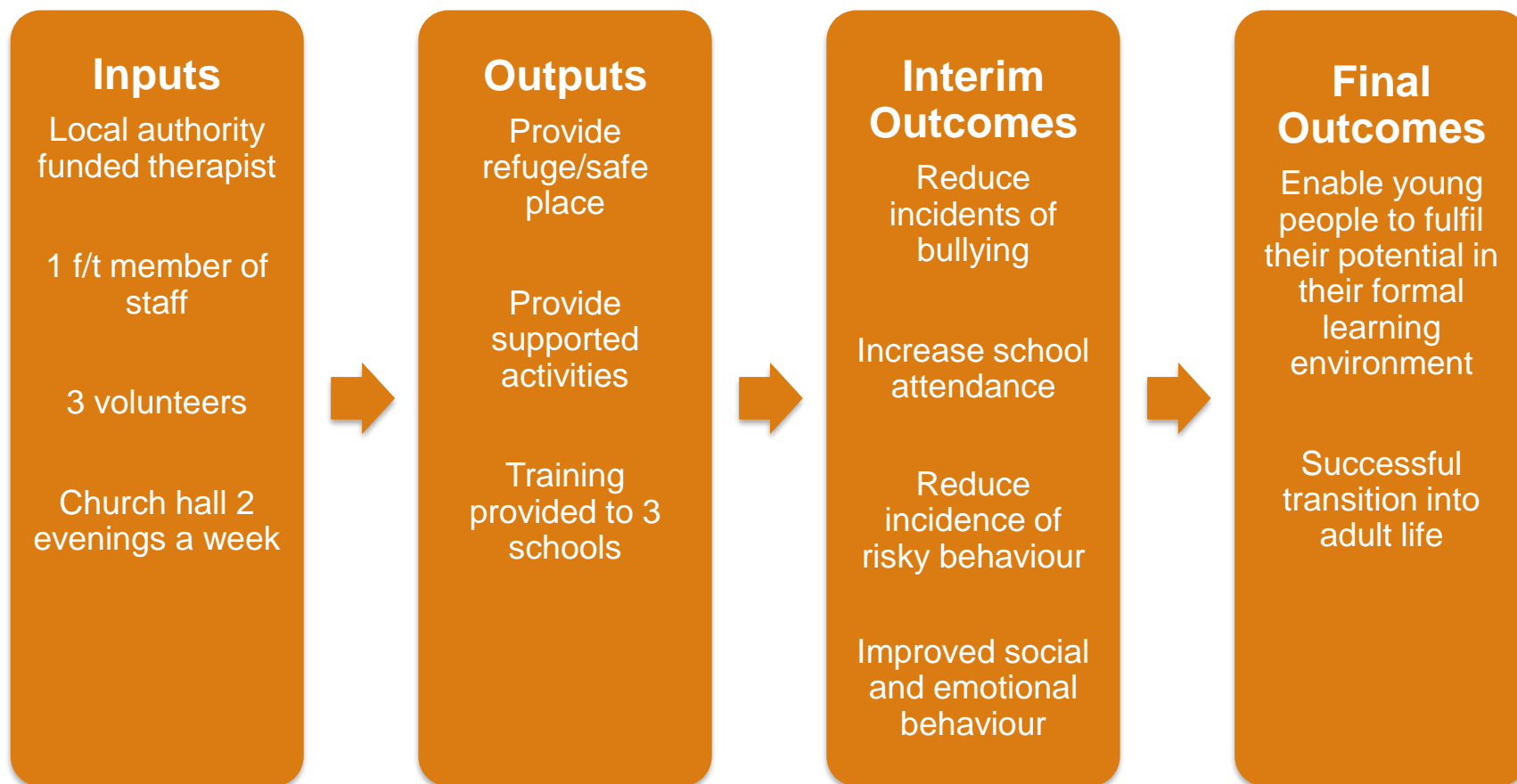


Outcomes-based service design – sequence of events



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

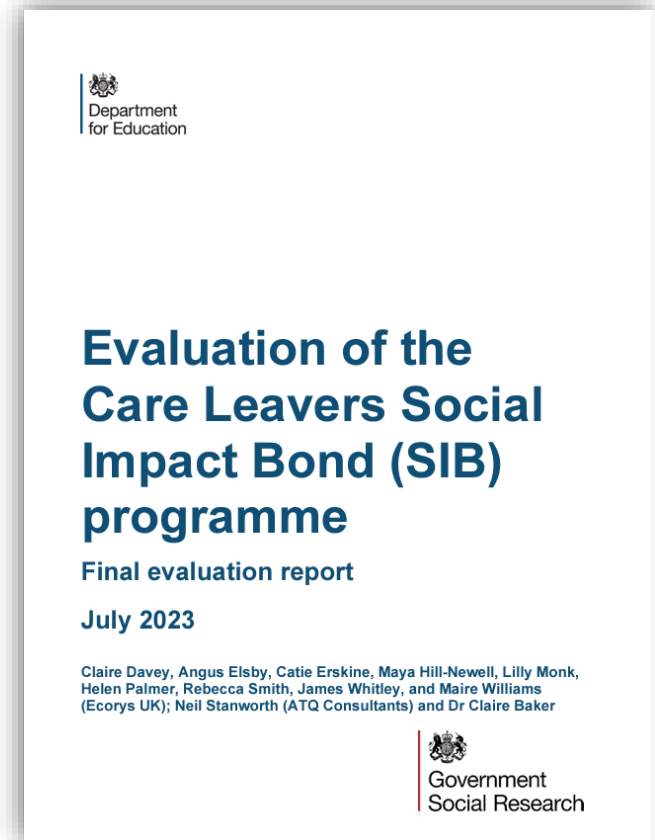
Charging

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>

Example of a Social Impact Bond

- 61% achieved at least 1 employment outcome
- Half achieved at least 1 education or training outcome
- Attribution to the SIB model for these outcomes varied, however.
- Focus on achieving outcomes and flexibility in how this was achieved in their performance management was welcomed by Providers



Monitoring

- Put in place a monitoring framework that can capture 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

Think about

In what ways would “the IPC approach” have helped in the scenario exercise?

More information

- [Adult Social Care Outcomes Framework](#)
- [NHS Outcomes Framework](#) February 2021
- [Public Health Outcomes Framework](#)
- Mark Friedman (2005) [Trying Hard is not Good Enough](#)
- The Young Foundation (2012) [An outcomes framework for young people's services](#)
- CIB (2012) [Monitoring outcomes and quality assuring provision for children and young people with special educational needs](#)
- NYA: [A Practical Guide to Measuring Outcomes for Young People](#)
- SCIE [Outcome-focused services for older people](#)
- Social Finance (2015) [Commissioning for outcomes across Children's Services and Health and Social Care](#)

More information

- Social Finance (2012) [Payment by Results in the Youth Sector](#)
- Social Finance (2015) [Commissioning for outcomes across children's services and health and social care](#)
- NEF (2009) [A guide to commissioning children's services for better outcomes](#)
- NEF (2016) [South East Together Common outcomes framework and measurement approach](#)
- The Young Foundation (2012) [An outcomes framework for young people's services](#)
- NHS Outcomes Framework and CCG Outcome Indicators [NHS Digital Indicator Portal](#)
- Government Outcomes Lab (2017) [Setting and Measuring Outcomes](#)

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