What is Commissioning – and how well are we doing it?

What is commissioning?

"Commissioning is the means by which we secure the best value for local citizens and taxpayers i.e. the best possible health and wellbeing outcomes, and health and social care provision, within the resources available."

Department of Health

"Commissioning is the process of assessing needs, planning and prioritising, purchasing and monitoring health services, to get the best health outcomes."

NHSE

"Commissioning is the process for deciding how to use the total resource available for families in order to improve outcomes in the most efficient, effective, equitable and sustainable way."

Commissioning Support Programme

Procurement and contracting are…

Contracting is the process of negotiating and agreeing the terms of a contract for services, and on-going management of the contract including payment and monitoring.

Procurement is the process of acquiring goods, works or services from (usually) external providers/suppliers and managing these through to the end of contract.

The commissioning system

Inputs

- Finance
- Capital
- Workforce
- Markets
- Citizens
- Communities

Commissioning is the most efficient, effective, equitable and sustainable route

Outcomes

- Community and place outcomes
- Citizen outcomes and experience

Commissioning Support Programme

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Commissioning Support Programme

Multi-level commissioning

- Commissioning is practised on different levels across all local partners.

- Different services require commissioning at different levels, depending on factors such as population, needs, service volume and price.

- Commissioners are therefore likely to undertake multi-level commissioning i.e. at a mixture of levels to suit the needs of different services and populations.

Possible levels of commissioning

National

Regional

Sub-regional

Area or strategic

Locality or practice

Individual

Commissioning models

- There are a range of commissioning models.

- Ensure all local partners and key stakeholders have a shared vision for commissioning:
  - to promote agreement to and understanding of the commissioning process
  - that the process covers some form of needs analysis and planning, investment against this plan and review of the efficacy of the investment

NHS Information Centre commissioning cycle

Courtesy of The NHS Information Centre for health and social care. Full diagram available at: www.ic.nhs.uk/commissioning

Analyse
Commissioning
Plan
Legislation & guidance
Gap analysis
Population needs assessment
Commissioning strategy/prospectus
Review service provision
Procurement
Business case and options appraisal
Resource analysis
Assess individual needs
Develop specification and contract/SLA
Analyse providers
Purchasing plan
Service design
Resource allocation
Support plan
Outcomes for people
Contract monitoring
Secure services/ treatment/ support
Evaluation of services
Market /supplier development
Review individual outcomes
Contract management
Review of plans
Capacity building
Review of market performance
Assessment against outcomes
Manage provider relationships
Review
Do

IPC: strategic commissioning activites

- Analysis - of guidance/best practice, population needs, market, risks and resources, and establishing common priorities and outcomes between agencies
- Planning – undertaking gap analysis, designing/ specifying services, and writing joined up commissioning strategies
- Doing – capacity building, developing good relationships with providers, ensuring service quality, and purchasing services
- Reviewing - the success of contracts in meeting needs and commissioning priorities, and reviewing market performance

IPC: procurement activities

- Analysis - of the plan/strategy, assessment of children and family needs, allocation of resources, and analysis of provider strengths and weaknesses.

- Planning - by designing specifications and deciding contract type and terms, and developing purchasing and support plans.

- Doing - through day-to-day care and contract management, tendering, and securing support.

- Reviewing – whether individuals' outcomes in support plans have been met, and the success of the contract in meeting needs and commissioning priorities.

What is joined up commissioning?

Separate	Parallel	Joint	Integrated
Objectives, plans, decisions and actions are arrived at independently and without co-ordination	Objectives, plans, decisions and actions are arrived at with reference to other agencies	Objectives, plans, decisions and actions are arrived at in partnership by separate agencies	Objectives, plans, decisions and actions are arrived at through a single organisation or network

Institute of Public Care (2014) A Matrix for Analysing Approaches to Commissioning Across Agencies

Commissioning framework/toolkits

- Definition and scope of commissioning, including locality arrangements
- Commissioning process
- Commissioning principles or standards
- Toolkits for commissioning activites

Commissioning – what frameworks and tools have you got in your organisation?

Share examples of commissioning tools from your own agency/other places – any offers?

Analyse
Commissioning
Plan
Legislation & guidance
Gap analysis
Population needs assessment
Commissioning strategy/prospectus
Review service provision
Procurement
Business case and options appraisal
Resource analysis
Assess individual needs
Develop specification and contract/SLA
Analyse providers
Purchasing plan
Service design
Resource allocation
Support plan
Outcomes for people
Contract monitoring
Secure services/ treatment/ support
Evaluation of services
Market /supplier development
Review individual outcomes
Contract management
Review of plans
Capacity building
Review of market performance
Assessment against outcomes
Manage provider relationships
Review
Do

Commissioning – how well are you doing it?

- Using the self-assessment template, evaluate the strengths and weaknesses of the commissioning and purchasing arrangements for your service or agency.

- Score each statement out of 5, where:
  - 5 = strongly agree with the statement
  - 0 = strongly disagree

- Explain / justify your score giving illustrative examples where possible.

Analyse

✘

No formal statement of future population trends and implications for future service provision has been published

No analysis of research or good practice has been completed

Consultation has no real impact on commissioning activities

Equality impact assessments are not routinely done

✔

Needs analysis data is disaggregated by ethnic group rather than the collective BAME categorization

Agreed budget purpose and priorities linked to JSNA

Future plans for service provision are aligned to the JSNA

We can benchmark our costs and performance of services to understand how they compare to other local areas

Plan

✘	✔
No (joint) strategic direction for the client group	Recent clear commissioning strategy and priorities
No published (joint) outcomes and priorities	Recent and on-going dialogue with a wide range of diverse partners, including Black Asian and Multi Ethnic and Women owned provider organisations, to build consensus on the implications of the commissioning strategy or plan.
We don’t communicate well with our stakeholders	We have a person-centred approach to commissioning that enables local communities to influence commissioning decisions

Do

✘

The development of the market has been based on the historical awarding of contracts

Relationships with providers are ‘adversarial’ focusing mainly on contract compliance and cost

Do not have an understanding of the range of providers in our area

✔

Information about needs and service trends shared openly between commissioners and suppliers/providers

We proactively ensure that Black, Asian and Multi Ethnic and VCS organisations have equal access to procurement and grant opportunities and undertake capacity building where appropriate.

Regular and productive dialogue with providers encourages a “consensus” and partnership orientated relationship

Service specifications are evidenced-based and outcome focused where appropriate

Review

✘

Contracts are not influenced by commissioning priorities

‘One size fits all’ procurement activities regardless of risk

Poor compliance with procurement regulations

We don’t decommission or remodel services when they fail to meet outcomes or provide VFM

✔

We review the learning from our commissioning activities

Good service provider monitoring allows us to negotiate improvements to services

Arrangements are in place to bring together relevant data on activity, finance and outcomes across agencies to benchmark services

Self Assessment

- Respond to the questions from your own perspective:
- Consider key issues that emerge from your self-assessment.
- What were the high and low points
  - What do you do well and should continue?
  - What should you stop doing?
  - What should you start doing?

Scoring matrix

Your reflections on today

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