ipc institute of public care

working for well run evidence-based public care

Certificate of Credit in Commissioning & Purchasing for Public Care

Session 8:

OXFORD BROOKES UNIVERSITY

http://ipc.brookes.ac.uk

Welcome back……

© Institute of Public Care

Painting a picture of you……..

Thinking about you as a commissioner and your commissioning development journey to date…….

- **What kind of visual representation would you be e.g. picture/print/graphic etc**

© Institute of Public Care

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

© Institute of Public Care

Institute of Public Care

OXFORD BROOKES UNIVERSITY

© Institute of Public Ca

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 & Contract Management
- Person centred approach to commissioning
- Commissioning – a change activity
- *Commissioning – delivering the change - √*
- *Commissioning skills - √*

© Institute of Public Care

ipc institute of public care

working for well run evidence-based public care

Delivering the change

OXFORD BROOKES UNIVERSITY

http://ipc.brookes.ac.uk

The psychology of change

- Research has shown that anyone going through any form of change will go through both an emotional and psychological process.
- The practice of effective change management is designed to help support individuals through this transition curve.
- The following change curve is equally applicable to large scale culture change, personal change and bereavement, de-commissioning of small services, etc.

© Institute of Public Care

The Change Curve

Source: Kubler Ross (1997) On Death and Dying

© Institute of Public Care

Source: Lockitt B (2004) Change Management

Change management strategy

Strategy	Advantages	Disadvantages
Directive	Relatively fast	Ignores the views of those affected by change
Expert	Use relevant expertise Small groups required Relatively fast to implement	Expertise may be challenged Resistance of those not consulted
Negotiated	Change recipients have some say Resistance to change likely to be reduced (or areas of disagreement highlighted	May be relatively slow Anticipated change may have to be modified
Educative	People committed to change	Relatively slow Likely to require more resources and more costs involved
Participative	Change more likely to be accepted More people committed to change More opportunity	Relatively slow to implement More complex to manage Will require more resources Increased costs

FAST
Clearly Planned
Little Involvement
Need to overcome resistance

SLOW
Exploratory
Wide Involvement
Minimise Resistance

©

Types of resistance

Cognitive

Ideological

Psychological

Power Driven

© Institute of Public Care

Reproduced from Commissioning Support Programme (2010) A-Z of Commissioning

Force field analysis

- External and internal pressures
- Driving v. restraining forces (*Kurt Lewin*)
  - Organisational culture
  - Individual sources

© Institute of Public Care

Force field analysis

CURRENT SITUATION

Driving forces	Restraining forces
→	←
→	←
→	←
→	←

Desired State

Kurt Lewin 1951

© Institute of Public Care

The Change Jigsaw

BURNING PLATFORM Apathy & complacency	VISION Lack of direction or coherence so change fizzles out	LEADERSHIP Poor alignment & inertia
CAPACITY & CAPABILITY Anxiety & frustration	COMMUNICATE & ENGAGE People feel the change won't affect them	OWNERSHIP AT ALL LEVELS Poor design that won't last
QUICK WINS Cynicism that change is possible & disbelief	PERSONAL IMPACT Lack of individual commitment	EMBED CHANGE SO IT'S BUSINESS AS USUAL Revert to the old ways

Key: ESSENTIAL FOR CHANGE

Symptom of missing piece

Adapted from Kotter, J (1996)

Change – from theory to practice

- Identify a commissioning change process you're currently involved in
- Reflect on the change models
- How do they help you to identify the nature of the change, and your role within it?

© Institute of Public Care

More information

- NESTA 2012 The Art of Exit: In search of creative decommissioning.
- National Audit Office Decommissioning Toolkit: How to Decommission Public Services Delivered by Civil Society Organisations http://www.nao.org.uk/decommissioning/
- IPC (2010) Guide to decommissioning and service reconfiguration in adult social care
- National Youth Agency. A Practical Guide to Commissioning Services for Young People Part 8: Decommissioning Checklist

© Institute of Public Care

ipc
institute of public care

Driving improvement and innovation in care

OXFORD BROOKES UNIVERSITY

http://ipc.brookes.ac.uk

ipc institute of public care

working for well run evidence-based public care

Commissioning Skills and Competencies

OXFORD BROOKES UNIVERSITY

http://ipc.brookes.ac.uk

How did you become involved in ‘commissioning’?

© Institute of Public Care

Commissioning – a leadership task

- Working with partners to integrate services around the end user
- Moving from command and control to influencing and facilitation
- Communicating the local vision
- Cascading an understanding of the market across all partners, including local communities
- Securing effective engagement of people who use services
- Leading entrepreneurial thinking and service transformation

© Institute of Public Care

Role of commissioners

Commissioners play at least three roles:

- **Advocate for the patient or service user**
- **Advocate for communities**
- **Guardian of taxpayers' money**

Taken together they create dilemmas and trade offs – the essence of the role of commissioning.

Commissioning for quality improvement – The Health Foundation

© Institute of Public Care

A reminder…

OXFORD BROOKES UNIVERSITY

© Institute of Public Care

Effective commissioners – what skills do you need?

- Individually: using the IPC commissioning model make a note on a piece of paper - the top three skills you feel you need in relation to Analyse, Plan, Do and Review, as well as Core Skills
- In 3 groups; come to a consensus about your top three skills for each segment of the cycle – including 'Core'
- Full group: Review the skills required to deliver strategic commissioning

© Institute of Public Care

Back at the office….

- Use the outcomes of the exercise to help you form a picture of the balance of skills in your team
- Any thoughts about your own/your team's development areas

© Institute of Public Care

National Occupational Standards for Commissioning in the Public Sector

1. Engaging with individuals and stakeholders
2. Governance and management
3. Project management
4. Knowledge and skills training
5. Establish outcomes and priorities
6. Develop options
7. Strategy and policy
8. Work in partnership
9. Develop the market
10. Service procurement and contracting
11. Manage and monitor contracts
12. Review and evaluate commissioning activity

© Institute of Public Care

Coming Soon…

- Commissioning Modern Apprenticeships
- Level 5 Commissioning Officer
- Level 7 Strategic Commissioner

- Partnership development group including DeMontfort University, IPC @ Brookes, Skills for Care, sponsored by Leicester City Council

© Institute of Public Care

Further resources

- **National Occupational Standards: Commissioning, Procurement and Contracting for Care Services** http://www.ccwales.org.uk/qualifications-and-nos-finder/n/commissioning-procurement-and-contracting/
- **Commissioning Support Programme: Individual Skills Assessment Framework**
- **The Leadership Qualities Framework for Adult Social Care** https://www.nsasocialcare.co.uk/about-us/leadership-qualities-framework
- **The Healthcare Leadership Model** http://www.leadershipacademy.nhs.uk/discover/leadershipmodel/

© Institute of Public Care

ipc
institute of public care

working for well run evidence-based public care

OXFORD BROOKES UNIVERSITY

http://ipc.brookes.ac.uk

From theory to practice – the support process

© Institute of Public Care

Accreditation: dates in diaries….

- **Enrolment by:** Friday 7th May ‘21
- **Support Session 1:** Wednesday 12th May ’21, 9.30 - 11.30
- **Tutorial 1:** w/c Monday 24th May ‘21
- **Support Session 2:** Tuesday 13th July '21 9.30 - 11.00 ‘21
- **Support Session 3:** Tuesday 12th October‘ 21 9.30 - 11.00 ‘21
- **Tutorial 2:** w/c 25th October’ '21
- **Assignment Submission:** Monday 22nd November '21

© Institute of Public Care