ipc institute of public care

Driving improvement and innovation in care

Commissioning Alliance

Certificate of Credit in Care Purchasing and Brokerage Session 3

27th April 2021

OXFORD BROOKES UNIVERSITY

http://ipc.brookes.ac.uk

ipc institute of public care

Commissioning Alliance

OXFORD BROOKES UNIVERSITY

© Institute of Public Care

Units 1 – 8 will cover

- Context – demand and supply
- Commissioning – what is it and your role
- Managing referrals
- Purchasing and Procurement
- Negotiation skills √
- Contract management √
- Contract monitoring – using data
- Transitioning arrangements

© Institute of Public Care

ipc institute of public care

Commissioning Alliance

Driving improvement and innovation in care

Negotiation Skills

OXFORD BROOKES UNIVERSITY

http://ipc.brookes.ac.uk

The Institute of Public Care Commissioning Cycle

OXFORD BROOKES UNIVERSITY

© Institute of Public Care

Negotiation

When have you negotiated?

Please outline an example and include the following

- **What was it for?**
- **Were you selling for a high price or asking for a lower price?**
- **What happened?**
- **What skills did you use?**
- **What was the outcome?**

© Institute of Public Care

Why Negotiate

- Best value – Outcomes
- Recognition
- Providers vs LA's
- Reporting
- Comparisons
- Public money - Budgets
- Job satisfaction
- Professional – Supervisions

© Institute of Public Care

ipc institute of public care

Commissioning Alliance

"If the seller is willing to replace the roof, add a deck, put in a fireplace and an indoor pool, extend the livingroom by 15 feet and move the whole place to the other side of town, then we're *definitely* interested!"

OXFORD BROOKES UNIVERSITY

© Institute of Public Care

Commissioning Alliance

Top Tips

- Give it a go – you don't ask you don't get
- Middle ground – I'll do it, if you do this for me – win win
- Prepare – walk away point – makes you stronger next time – their weaknesses
- Don't open first – it might be good news
- Open beyond your best hope – more than you can get
- Bargaining – if you then I, gets them to concede first – Small steps – tradeables
- Closing – avoid the last ask
- You can always crumble/accept

© Institute of Public Care

Commissioning Alliance

Strengths and Weaknesses

The brain works 30% better when in a positive frame of mind.

- **You are the better negotiator/they have not had training**
- **Is the placement ready to go soon**
- **Is the placement long term**
- **Is it in the LA boundary**
- **What support can we offer around the placement – Respite – Travel**
- **Do you have other offers**

© Institute of Public Care

Strengths and Weaknesses

Concentrate on the provider weaknesses not your own

- The carer doesn't have a placement
- The carer hasn't had a placement for some time
- The agency really needs to get a YP into placement with this carer
- Do you currently have any placements with this provider
- Good start to a working relationship

© Institute of Public Care

Limits

- You have a ceiling cost limit already in place
- Don't go above it – easier to time limit extras
- Once you have got a discount once it opens the door to get it again
- Never reveal what your limits were

© Institute of Public Care

The Dark Arts

- The power of Why – get them to tell you why they want this placement then sell it back to them for the reasons given.
- Listen more talk less.
- Stick to your strategy.
- Never make a quick deal – slow it down – say maybe – go back to management.
- Mirroring
- Neuro linguistic programming (NLP)

© Institute of Public Care

Via Email

- Less is more
- Make one good point
- Set it up, land it then finish positively
- If you have bad news warn them
- Soften bad news – I'm sorry/I'm afraid
- Tone - how you write is different to how you read
- You have no control over the mood of the reader
- Finish by telling the truth in a positive way – you want to come to an agreement

© Institute of Public Care

Commissioning Alliance

What can we use as Tradeables?

Come up with a list of reasons we might be able to ask for discounts from the markets that apply to you.

- IFA
- Residential
- 16+
- SEN
- Adults

OXFORD BROOKES UNIVERSITY

© Institute of Public Care

Don’t give up

- Ensure you ask for a discount
- Give it one more try
- You never know what they are willing to give you unless you try
- Its hard to get this past your senior if you have a cheaper offer
- Blame it on your self/organisation/manager

© Institute of Public Care

ipc institute of public care

Commissioning Alliance

Driving improvement and innovation in care

OXFORD BROOKES UNIVERSITY

http://ipc.brookes.ac.uk

ipc institute of public care

Commissioning Alliance

Driving improvement and innovation in care

Contract management

OXFORD BROOKES UNIVERSITY

http://ipc.brookes.ac.uk

The Institute of Public Care Commissioning Cycle

Commissioning Alliance

OXFORD BROOKES UNIVERSITY

© Institute of Public Care

Procurement and contracting are…

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

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.

What is contract management and monitoring?

© Institute of Public Care

Why should placement officers know about contract management?

Commissioning Alliance

OXFORD BROOKES UNIVERSITY

© Institute of Public Care

Commissioning Alliance

A contract is….

A legal agreement between a purchaser and provider which establishes the mutual expectations of both parties

OXFORD BROOKES UNIVERSITY

© Institute of Public Care

Contract management is…

- Ensuring the right people are in place to carry out the contract management activities
- Setting up administration systems
- Managing performance to ensure that the service is provided in line with the contract, including improving supplier performance and capability
- Ensuring payments are made to the supplier in line with the contract and that appropriate incentive mechanisms are in place
- Understanding and managing contractual and supplier risk
- Handling of changes to the contract

© Institute of Public Care

Getting good results from your contracts

- Good results depend on:
  - Good contract administration
  - Good provider relationship management
  - Strong contracts / individual placement agreements
  - Contract management is an integral part of the procurement cycle

Top 10 Attributes & Top 10 Pitfalls:

© Institute of Public Care

Small group activity

- What sort of relationships do you have with your providers?
- What helps/what hinders the relationship?

© Institute of Public Care

‘Homework’

Have a look at:

- **South East Together Common Outcomes Framework and Measurement Approach; used in commissioning LAC and SEND placements as part of a DPV arrangement**

- **Bring examples of your own outcomes frameworks/ monitoring schedules and KPIs to share**

© Institute of Public Care

Your reflections on today

© Institute of Public Care

Contact us

- https://ipc.brookes.ac.uk
- ipc@brookes.ac.uk
- @IPC_Brookes
- 01865 790312

© Institute of Public Care