ipc institute of public care

Driving improvement and innovation in care

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

OXFORD BROOKES UNIVERSITY

http://ipc.brookes.ac.uk

What is commissioning?

"The [council's] cyclical activity to assess the needs of its local population for care and support services, determining what element of this needs to be arranged by the authority, then designing, delivering, monitoring and evaluating those services to ensure appropriate outcomes".

Care Act Statutory Guidance

“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

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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.

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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

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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.

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Possible levels of commissioning

National

Regional

Sub-regional

Place-based, Area or strategic

Locality or practice

Individual

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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

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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

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NCVO Commissioning Cycle

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IPC: strategic commissioning activities

- 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

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IPC: procurement activities

- Analysis - of the plan/strategy, assessment of patients/service user 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

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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

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Commissioning framework/toolkits

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

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Commissioning – what tools have you got?

What examples of commissioning frameworks and toolkits does your organisation have?

- **What are the similarities/differences?**
- **Do you have examples of joint health and social care frameworks?**

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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.

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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

✔

Clear evidence base upon which services can be evaluated and designed for the future

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

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Plan

✘

No (joint) strategic direction for the client group

No published (joint) outcomes and priorities

No business case or options appraisal used when designing or reconfiguring services

We don't communicate well with our stakeholders

✔

Recent clear commissioning strategy and priorities

Recent and on-going dialogue with partners and providers to build consensus on the implications of the strategy

We have a person-centred approach to commissioning that enables local communities to influence commissioning decisions

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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

All of our providers are treated equally in respect of contract compliance

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

Service specifications are evidenced-based and outcome focused where appropriate

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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

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Self-Assessment

Consider key issues that emerge from your self-assessment.

What would it take to get to a score of 5?

In doing so consider:

- **What specifically do you do well and should continue?**
- **What specifically should you stop doing?**
- **What specifically should you start doing?**

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More Information

- **Academy for Justice Commissioning**
  https://www.gov.uk/government/organisations/academy-for-justice-commissioning
- **National Audit Office**
  http://www.nao.org.uk/successful-commissioning/
- **Compact Voice: understanding commissioning and procurement**
  http://www.compactvoice.org.uk/sites/default/files/understanding_commissioning_and_procurement_guide.pdf
- **National Council for Voluntary Organisations: What is commissioning?**
- https://knowhow.ncvo.org.uk/funding/commissioning/commissioning-1/what-is-commissioning

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