OXFORD BROOKES UNIVERSITY

ipc institute of public care

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Certificate of Credit in Commissioning & Purchasing for Public Care

Module 1 – Session 2

Quick review from session 1

- One thing from session 1 that's still 'ringing in your ears'!

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

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
- Contract management and procurement
- Monitoring and review
- Person centred approach to commissioning
- Delivering change
- Commissioning skills

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…

<u>Contracting</u> 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.

<u>Procurement</u> 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

The commissioning system

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
Business case and options appraisal
Resource analysis
Service design
Procurement
Assess individual needs
Develop specification and contract/SLA
Analyse providers
Purchasing plan
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 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

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 activities

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
Business case and options appraisal
Resource analysis
Service design
Procurement
Assess individual needs
Develop specification and contract/SLA
Analyse providers
Purchasing plan
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

No published (joint) outcomes and priorities

We don't communicate well with our stakeholders

✔

Recent clear commissioning strategy 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 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

Needs and Resource Analysis

Analyse
Commiss
Legislation
& guidance
Population needs
assessment
Review service
provision
Resource
analysis
Procure
Assess individual
needs
Analyse providers
Resource
allocation
Outcom
for peo

What is needs analysis?

What?	**A needs analysis is a way of estimating the nature and extent of the needs of a population so that services can be planned accordingly.**
Why?	**The purpose is to help focus effort and resources where they are needed most.**
How?	**A robust needs analysis provides commissioning agencies with a range of information that can feed into and inform the planning stage of the commissioning cycle.**

What does it involve?

Needs analysis looking at whole populations and the needs of vulnerable groups

Understanding the legislation, research and best practice basis for services/interventions

Establishing a picture of total resources in the local area to map against priorities

Mapping and reviewing current services across agencies; in terms of range, quality and costs

Joint Strategic Needs Assessment

"A systematic method for analysing needs of populations to inform and guide commissioning of health, wellbeing and social care services within a local authority area."

- A statutory duty since 2007; the JSNA will underpin the health and well-being strategies and commissioning plans
- It should draw on a wide range of data sources and focus on outcomes and the future
- Statutory Guidance DH 2013 - Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies

Data will include

1. National Statistics such as demographic data, risk factors, prevalence and incidence data
2. Local data collected by public bodies such as GP practice or hospital performance data
3. Views of patients/service users and carers
4. Information and performance data collected by private and independent providers
5. National Research findings

Who are the populations we need to identify?

Current Population

Future Population

Targeted Population

Populations we might know less about – the known unknowns

Who are your populations?

- In groups identify who are your:
  - Current user population
  - Future user population
  - Known unknown groups

  - **Target user population**

Are there any barriers to certain groups of people and/or individuals needs within our communities being identified and what are the implications of this?

Using data intelligently

- Trends can be changed by better utilising intelligence from research, best practice and service user experience

- This can help us understand:
  - Resilience / protective factors
  - Risk factors

Matching resources to needs

Do we know

Where are the services?
Does what we have represent good practice
What do patients say about services?
How many people use services, for how long, at which times?
What is provided by the different sectors?
How accessible are services?
Are there differences in activity, cost or outcomes for similar services?
Current provision

Can we find out

Community Asset Mapping

- A process where participants make a map or inventory of the resources, skills and talents of individuals, associations and organisations.
- Discover and assemble the links between the different parts of the community, associations and agencies.
- The knowledge is used to revitalise relationships and mutual support, rebuild communities and neighbourhoods, and rediscover collective power.

Brighter Futures Together Toolkit

The importance of asset mapping

- The Care Act:
  - Places well-being at its heart: primary responsibility of LAs is the promotion of individual well-being of both those with care needs and carers
  - Shifts responsibility from providing services to meeting needs
  - Focuses on the need for services to be preventative, and stresses the importance of using existing strengths and assets of individuals and communities – an assets-based approach

As asset mapping tool

Source: Institute for Healthcare Improvement

Assets round your target population

- Use the asset mapping tool to think about addressing the needs of your target population.

- How does it inform your commissioning task?
  - Is it about:
    - ✓ More intervention?
    - ✓ Facilitating change?
    - ✓ Remodelling existing service provision?
    - ✓ Investing in and building community assets?

‘Homework’ – for next time

‘Homework’

If you can……..find a few minutes to ‘flick through’:

- IPC Options Appraisal Techniques – to be sent
- Find any examples of Market Position Statements – yours/others

Your reflections on today

Contact us

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