

# Certificate of Credit in Commissioning & Purchasing for Public Care

ZH51/PGASSO



# Aims and learning outcomes

- The aim of this programme is to understand the essential elements of commissioning and purchasing, and to share knowledge and compare practice
- By the end of the training participants will be able to:
  - Demonstrate good knowledge of the national agenda for commissioning
  - Analyse your own organisation's commissioning arrangements against good practice
  - Use evidence-informed learning to implement good commissioning practice
  - Critically reflect on own learning and practice

# Approach and style

- Not just about what you do but the environment in which you operate
- Not a technical “how to” course although...
  - You will need to find your own learning and outcomes
- Its collaborative - we help each other learn
- There is no question which is foolish
- Not overly academic, but...
  - There are expectations about how much work needs to be put in during and between sessions
- We will balance due process with flexibility

# Our learning space: ground rules

- Be present
- Share information and experience
- Be open to new ideas and learning
- Be responsible for learning
- Seek out opportunities
- Confidentiality within the room



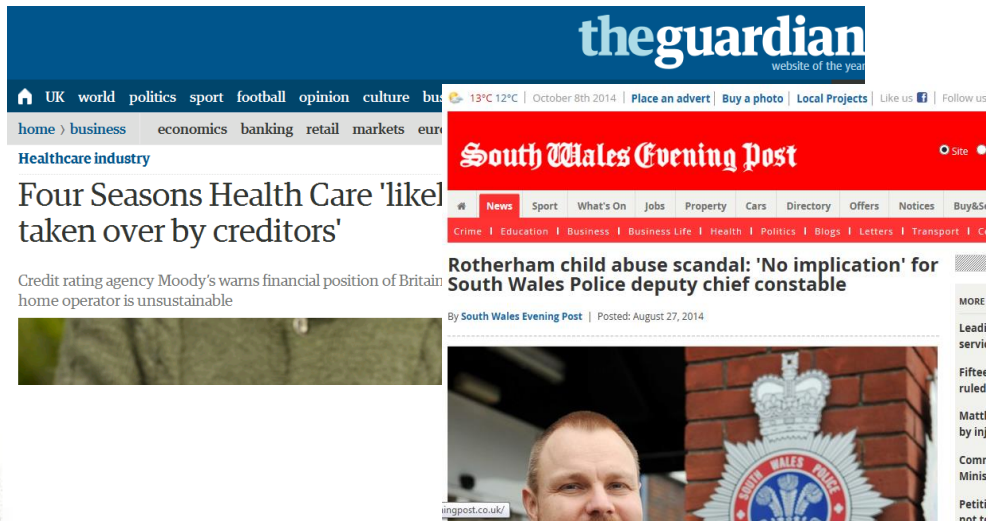
# **The National Agenda in Wales**

# Who shapes national thinking on commissioning and procurement?

£



Llywodraeth Cymru  
Welsh Government



Estyn

ipc



# National drivers



- Choice and control
- Decentralisation
- Partnership working
- Prevention and early intervention
- A focus on outcomes
- A market shaping role

# On your local landscape





# **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 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

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

NHSE

# The commissioning system



**Commissioning Support Programme**

# The commissioning system



**Commissioning Support Programme**





# Possible levels of commissioning

National



Regional



Sub-regional



Place or strategic



Locality or practice



Individual



# What is collaborative 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

# 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?
  - Where are there opportunities to collaborate?

# Needs and Resources Analysis

# Needs analysis – what does it involve?



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

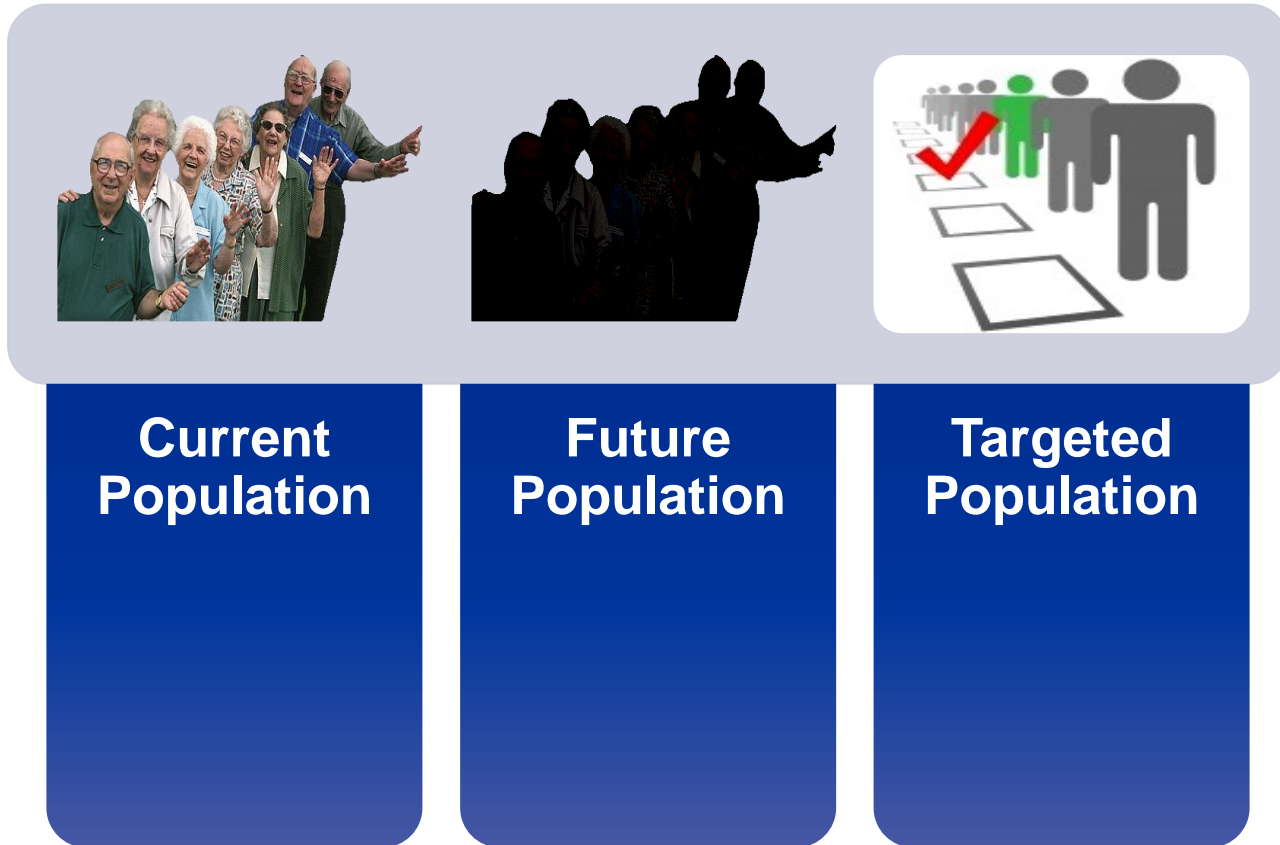
**Understanding the legislation, research and best practice basis for services/interventions**

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

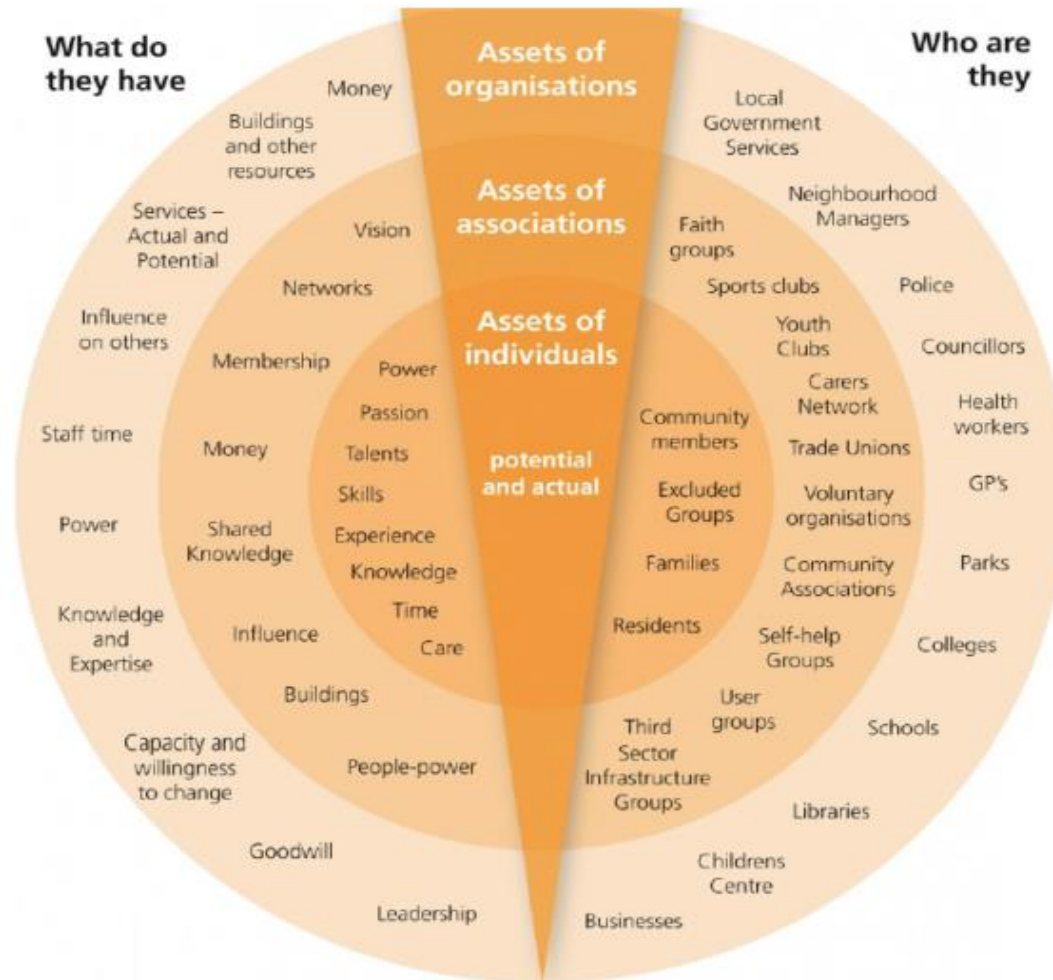
**Mapping and reviewing current services across agencies; in terms of range, quality and costs**



# Who are the populations we need to identify?



# An asset mapping tool



Source: Institute for Healthcare Improvement

# Planning and Options Appraisal

# What is a Business Case?

## Outline Business Case (OBC) Full Business Case

- sets out the preliminary thoughts regarding a proposed service
  - should contain the information needed to help the organisation make decisions regarding the adoption of the project
  - should state envisaged outcomes, benefits and potential risks associated with the proposal
- a management tool, developed over time as a living document as a proposal develops
  - summarises research and analysis needed to support decision making in a transparent way and summarising objectives, the key features of implementation management and arrangements for evaluation

(NHSE 2013)

(Assoc of Colleges UK 2012)

# Options appraisal

“The process of defining objectives, examining options and weighing up the costs, benefits, risks and uncertainties of those options before a decision is made.”

HM Government: Green Book



# Managing risk

**Risk Matrix Chart**

		Likelihood				
		1	2	3	4	5
Consequence		Rare The event may occur in exceptional circumstances	Unlikely The event could occur sometimes	Moderate The event should occur sometimes	Likely The event will probably occur in most circumstances	Almost Certain The event is expected to occur most circumstances
1	Insignificant No injuries or health issues	LOW	LOW	LOW	LOW	MODERATE
2	Minor First aid treatment	LOW	LOW	MODERATE	MODERATE	HIGH
3	Moderate Medical treatment, potential LTI	LOW	MODERATE	HIGH	HIGH	CRITICAL
4	Major Permanent disability or disease	LOW	MODERATE	HIGH	CRITICAL	CATASTROPHIC
5	Extreme Death	MODERATE	HIGH	CRITICAL	CATASTROPHIC	CATASTROPHIC

## Risk rating:

**Low risk:** Acceptable risk and no further action required as long as the risk has been minimised as far as possible. Risk needs to be reviewed periodically.

**Moderate risk:** Tolerable with further action required to minimise risk. Risk needs to be reviewed periodically.

**High risk:** Tolerable with further action required to minimise risk. Risk needs to be reviewed continuously.

**Critical risk:** Unacceptable risk and further action required immediately to minimise risk.

**Catastrophic:** Unacceptable risk and urgent action required to minimise risk.

## Risk Rating for this incident

□ LOW RISK	□ MODERATE RISK	□ HIGH RISK	□ CRITICAL RISK	□ CATASTROPHIC
Acceptable with periodic review	Tolerable with periodic review	Tolerable with continuous review	Intolerable	Intolerable

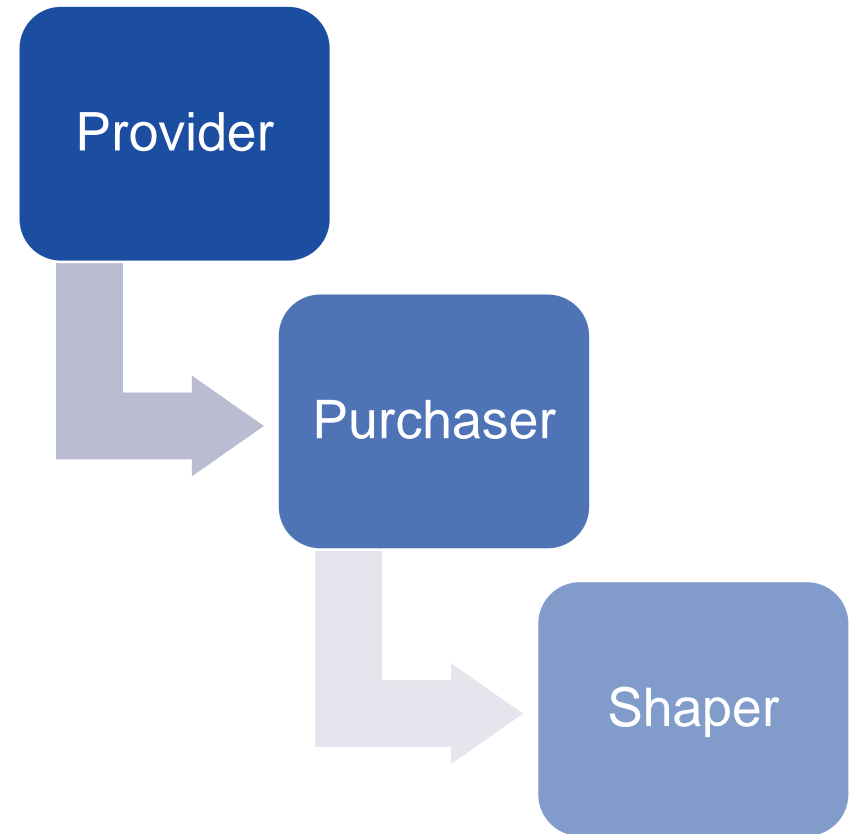
# Market Shaping

# A duty towards care markets

The SSWBW Act (2014) places new duties on local authorities to promote the efficient and effective operation of the care market as a whole.

The market should be:

- Sustainable
- Diverse
- And focus on quality



# What is market shaping?

“Market shaping means the local authority collaborating closely with other relevant partners...to encourage and facilitate the whole market in its area for care, support and related services.”

Care and Support Statutory Guidance, Section 4.6



# Components of a strong MPS

Developing  
the MPS

Understanding  
demand

Current  
market  
overview

Local  
authority  
vision for  
the care  
market

Signalling  
local  
authority  
engagement  
with the  
market

Process

Content



# Some examples of market influencing activities

**Shared market  
and consumer  
research**

**Workforce  
Development e.g.  
training**

**Seed funding /  
Small Grants for  
innovation**

**Business  
Support**

**Performance  
Management /  
Quality  
Assurance  
activity**

**Jobs portal for  
approved  
providers, hosted  
by the authority**

**Dedicated  
housing for  
specialist  
workers**

**Lead providers  
for geographical  
areas**

**Meet the buyer  
events**

**Provider forums**

**Joint  
commissioning  
of residential  
spaces**

**YOUR  
ACTIVITIES &  
EXPERIENCES**

All these activities influence the market, yet the role of the commissioner and other stakeholders can differ

# Key Market Shaping Behaviours

## Consistent

Funding may vary but the strategic direction pursued by commissioners needs to be consistent over time.

## Coordinated

Work with other commissioners and partners where it makes sense to do so.

## Coproduced

Build a shared understanding about the solutions needed to tackle demand, shared market issues and factors that make up cost and price

## Considered

Promotion and development of evidence based solutions. Recognise and share 'what works'.

## Costed

Take account of providers' business and operation models, and understand the actual cost involved in delivering sustainable, quality services

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# Background reading

Certificate in Commissioning and Purchasing for Public Care – reading list

<https://brookes.rl.talis.com/lists/FF3E5A61-C16C-F495-893F-C16AA66602BB.html>



# Modules 3 and 4 will cover

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

# Contact Us



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