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Commissioning Knowledge, Skills and Capacity Development Programme

(May 2021)

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Driving improvement and innovation in care

Certificate of Credit in Commissioning and Purchasing for Public Care

Session 2:

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Learning environment

- Learning environment:
  - Be present
  - Be open to new ideas and learning
  - Share information and experience
  - Confidentiality within the room

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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

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8 sessions which will cover……

- The national and local agenda
- *What is commissioning and how well are we doing it? – part 2* √
- *Needs and resource analysis -* √
- *Accreditation – overview -* √
- Planning and options appraisal
- Market shaping
- Commissioning for outcomes
- Contract management and procurement
- Monitoring and review
- Person centred approach to commissioning
- Managing and Delivering change
- Commissioning skills

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

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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

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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

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 – how well are you doing it in BCT?

- 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	Recent clear commissioning strategy and priorities
No published (joint) outcomes and priorities	Recent and on-going dialogue with partners and providers to build consensus on the implications of the strategy
No business case or options appraisal used when designing or reconfiguring services	We have a person-centred approach to commissioning that enables local communities to influence commissioning decisions
We don't communicate well with our stakeholders	

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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	We review the learning from our commissioning activities
‘One size fits all’ procurement activities regardless of risk	Good service provider monitoring allows us to negotiate improvements to services
Poor compliance with procurement regulations	Arrangements are in place to bring together relevant data on activity, finance and outcomes across agencies to benchmark services
We don’t decommission or remodel services when they fail to meet outcomes or provide VFM	

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Self-Assessment

In 2 breakout groups:

Consider key issues that emerge from your self-assessment.

What was the range within the group i.e. 0 - 5?

and based on the experience of the group:

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

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Saying hello……

- **Breakout Room 1:**
  Michelle/Leon/Neil/Jennifer/Annette

- **Breakout Room 2:**
  Adam/Cheryl/Richard/Jagjit/Laura

- **Breakout Room 3:**
  Cordella/Sunita/Jason/Jacqueline/Parveen

- **Breakout Room 4:**
  Louise/Kully/Nirmla/Mark/Eunice

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Scoring matrix

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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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Needs and Resource Analysis

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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.**

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What does it involve?

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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**

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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.

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Who are the populations we need to identify?

Current Population

Future Population

Targeted Population

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Who are your populations?

- In chat identify who are your:
  - Current user population
  - Future user population
  - Target user population
- Are there any barriers to certain groups of people and/or individuals needs within our society/communities being identified
- What are the implications of this?

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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

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Matching resources to needs

Identified needs

Resources and assets

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Do we know….

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Can we find out…

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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

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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

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An asset mapping tool

Source: Institute for Healthcare Improvement

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Exercise

- Use the asset mapping tool to inform your commissioning approach in addressing the needs of a ‘common target population’ within your group.

- Is your commissioning task about:

  - More intervention/less intervention?
  - Facilitating change?
  - Remodelling existing service provision?

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More information

- Department of Health (2013) Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies https://www.gov.uk/government/publications/jsnas-and-jhws-statutory-guidance
- NHS Confederation Briefing (2011) JSNA: A vital tool to guide commissioning
- LGA JSNA Toolkit http://www.local.gov.uk/web/guest/health/-/journal_content/56/10171/3511245/ARTICLE-TEMPLATE
- Public health observatory network www.apho.org.uk
- NHS information centre www.ic.nhs.uk
- IPC POPPI and PANSI systems www.pansi.org.uk www.poppi.org.uk
- Anticipating future need http://www.csed.dh.gov.uk/_library/Resources/CSED/CSEDProduct/Anticipating_Future_Needs_Toolkit.pdf
- DfE (2010) How to: map resources http://www.education.gov.uk/childrenandyoungpeople/strategy/a0065946/procurementskills

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Certificate of Credit in Commissioning and Purchasing for Public Care

- Accredited by Oxford Brookes University
- Awarded a Certificate of Credit worth 20 CATS credits at postgraduate M level
- Enrolment with Oxford Brookes University
- Additional cost
- Additional input, self study, an assessed work-based project
- Entry criteria apply

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Assignment task

Submit a written assignment which explains and reflects upon a commissioning or purchasing project that you have undertaken. The rationale for the work must be clearly set out in the context of national policy and best practice, and draws on a critical analysis of the current commissioning and purchasing arrangements in your local organisation or service.

Supporting information will be expected that gives evidence of the project activities and implementation of good commissioning or purchasing practice. The project must have been accepted by your line manager as appropriate to the needs of your organisation, and have been undertaken during the course.

Minimum of 4,000 words and a maximum of 5,000 words.

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Example projects

- Development of a commissioning strategy
- A review of contract monitoring and development of a reviewing framework
- A risk assessment and option appraisal for a poorly performing service
- Development of a service specification
- An investigation into swifter tendering options and development of an approved provider list
- Remodelling a service to achieve better outcomes
- Joint commissioning of a community service

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If you decide to accredit...

- Two-stage online enrolment

- Assignment support sessions x3 covering:
  - details of the assignment task (expanding on the information in the student handbook)
  - anonymised real assignments to look at
  - project management input
  - academic support
  - discussions of project proposals

PLUS

- Follow-up individual virtual tutorials – x2

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From theory to practice – the support process

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Accreditation: dates in diaries….

- **Enrolment by:** Friday 28th May ‘21
- **Support Session 1:** Wednesday 21st July ‘21, 9.30 -11.30
- **Tutorial 1:** w/c Monday 9th August‘21
- **Support Session 2:** Wednesday 6th October '21 9.30 - 11.00
- **Support Session 3:** Tuesday 30th November‘ 21 9.30 - 11.00
- **Tutorial 2:** w/c 13th December’ '21
- **Assignment Submission:** Monday 17th January '22

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Dates in your diaries/calendars

- Session 3: Friday 21st May, 9.30 – 1.00
- Session 4: Wednesday 26th May, 9.30 – 1.00
- Session 5: Thursday 10th June, 9.30 – 1.00
- Session 6: Wednesday 16th June, 9.30 – 1.00
- Session 7: Thursday 24th June, 9.30 – 1.00
- Session 8: Wednesday 30th June, 1.30 – 5.00

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‘Homework’ – for next time

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‘Homework’

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

- **IPC Options Appraisal Techniques**
- **Any examples of Market Position Statements – yours/others**

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Your reflections on today

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Contact us

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