OXFORD BROOKES UNIVERSITY

ipc institute of public care

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Certificate of Credit in Commissioning & Purchasing for Public Care

Module 4: Session 2

Welcome back

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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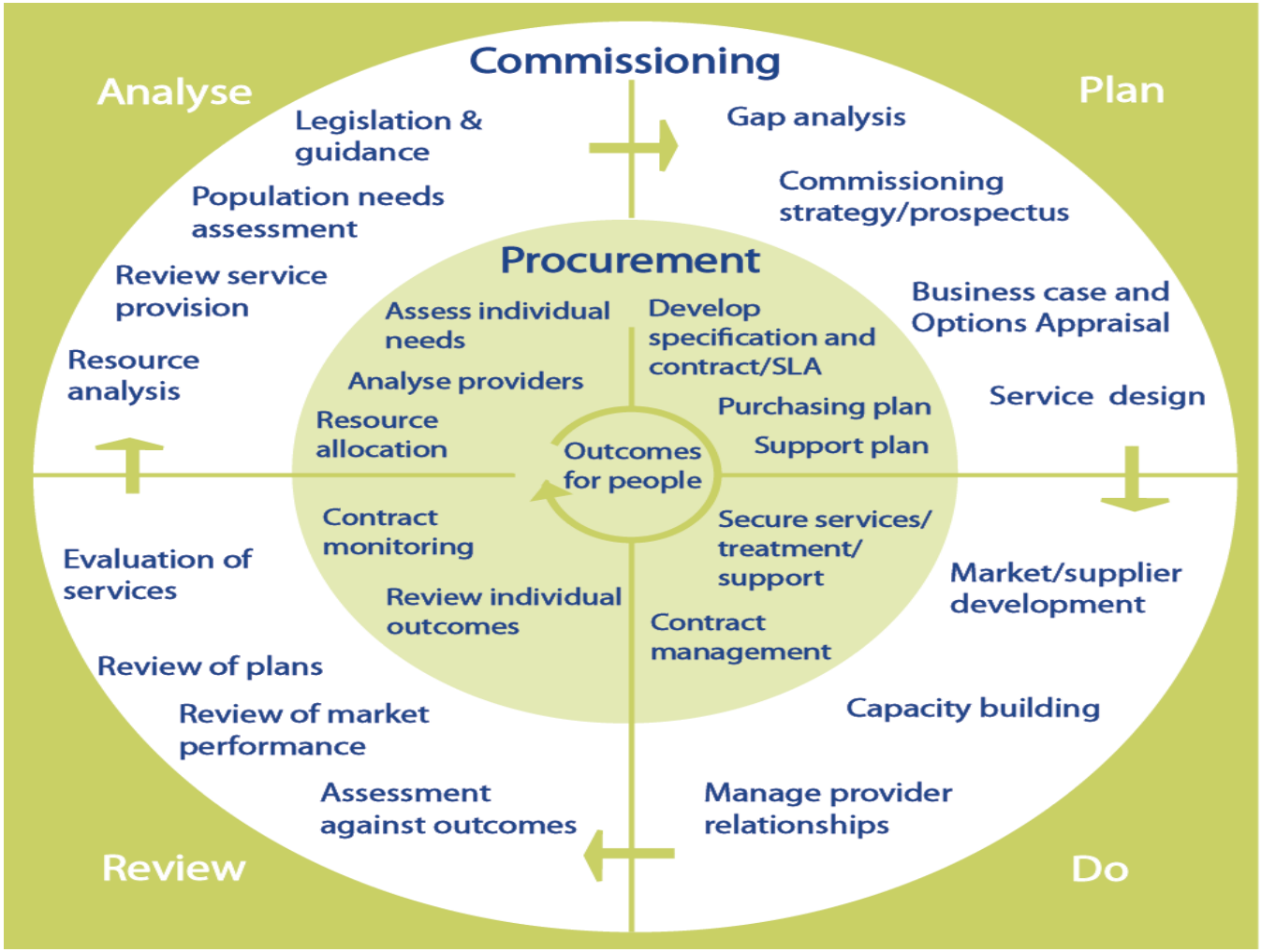


Sessions 1-8 will cover

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

Monitoring and review

Procurement & Contract Management

Person centred approach to commissioning

Commissioning – a change activity

Commissioning: facilitating and managing change - √

Commissioning skills - √

Change – love it or hate it

Thinking about yourself: as a commissioner and your commissioning development journey to date:

- What do you most like about change?
- What do you like least?

Managing change

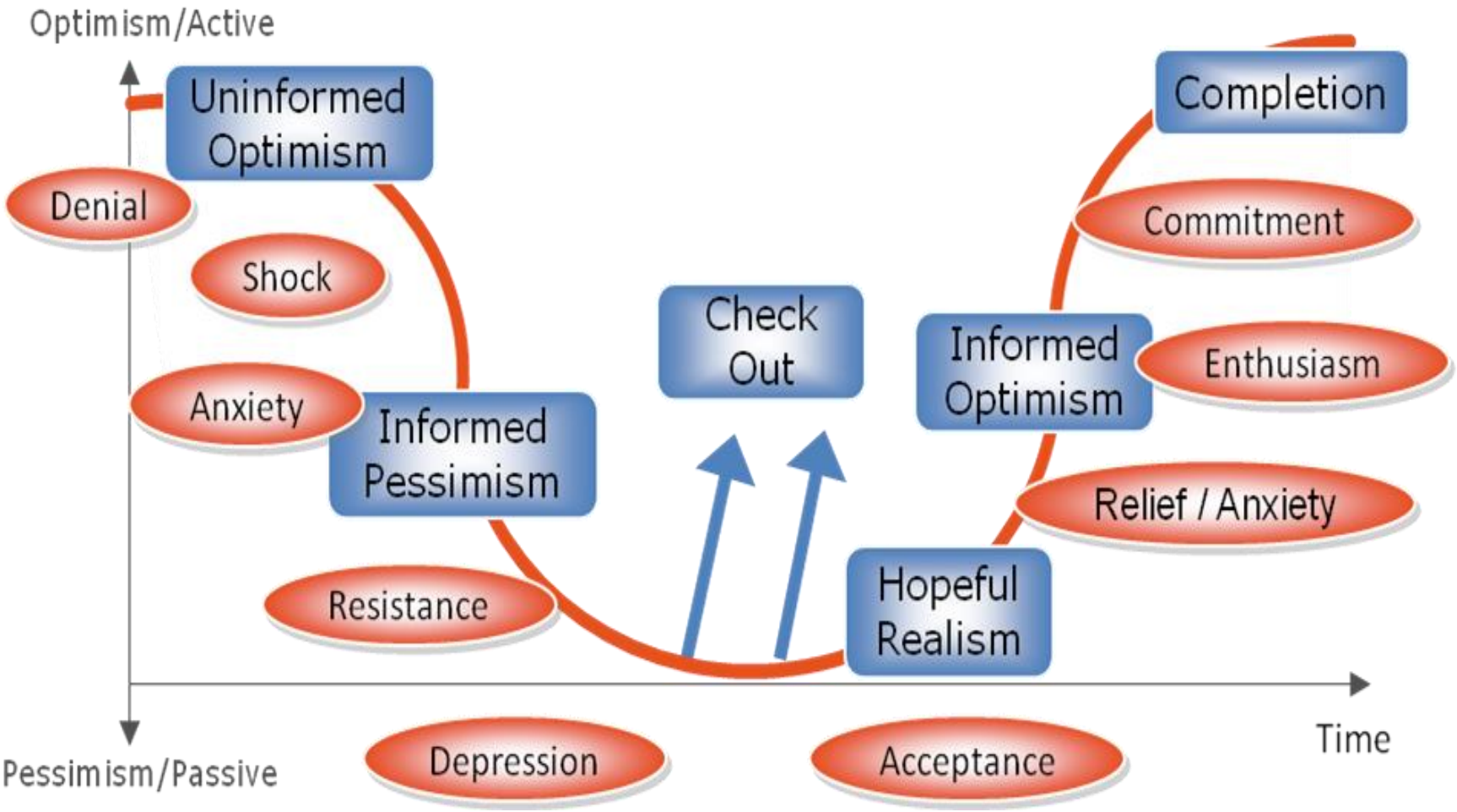
The psychology of change

- Research has shown that anyone going through any form of change will go through both an emotional and psychological process.

- The practice of effective change management is designed to help support individuals through this transition curve.

- The following change curve is equally applicable to large scale culture change, personal change and bereavement, de-commissioning of small services, etc.

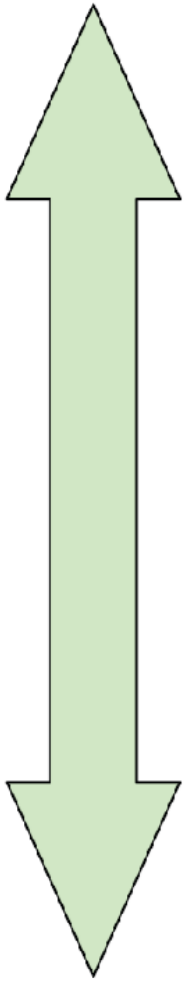
The Change Curve



Source: Kubler Ross (1997) On Death and Dying

Change management strategy

Strategy	Advantages	Disadvantages
Directive	Relatively fast	Ignores the views of those affected by change
Expert	Use relevant expertise Small groups required Relatively fast to implement	Expertise may be challenged Resistance of those not consulted
Negotiated	Change recipients have some say Resistance to change likely to be reduced (or areas of disagreement highlighted	May be relatively slow Anticipated change may have to be modified
Educative	People committed to change	Relatively slow Likely to require more resources and more costs involved
Participative	Change more likely to be accepted More people committed to change More opportunity	Relatively slow to implement More complex to manage Will require more resources Increased costs



FAST
Clearly Planned
Little Involvement
Need to overcome resistance

SLOW
Exploratory
Wide Involvement
Minimise Resistance

Source: Lockitt B (2004) Change Management

Types of resistance

Cognitive

Ideological

Psychological

Power Driven

Reproduced from Commissioning Support Programme (2010) A-Z of Commissioning

Force field analysis

- External and internal pressures

- Driving v. restraining forces (Kurt Lewin)
  - Organisational culture
  - Individual sources

Force field analysis

CURRENT SITUATION

Driving forces	Restraining forces
→	←
→	←
→	←
→	←

Desired State

Kurt Lewin 1951

Change – from theory to practice

- Identify a commissioning change process you're currently involved in
- Reflect on the change models
- How do they help you to identify the nature of the change, and your role within it?

Managing change – theory to practice

Breakout Room 1:

Delia/Sarah B/Jonsey/Paul/Diana

Breakout Room 2:

Jasmine /Deborah/Sally/Jemma/Sarah W

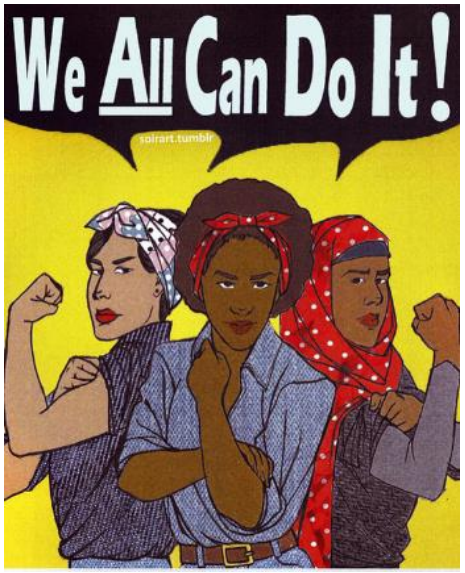
Breakout Room 3:

Robin/Claire/Sharon/Lucy/Sonia

Commissioning Skills and Competencies

How did you become involved in ‘commissioning’?

Commissioning – a leadership task



- Working with partners to integrate services around the end user
- Moving from command and control to influencing and facilitation
- Communicating the local vision
- Cascading an understanding of the market across all partners, including local communities
- Securing effective engagement of people who use services
- Leading entrepreneurial thinking and service transformation

Role of commissioners

Commissioners play at least three roles:

- Advocate for the patient or service user
- Advocate for communities
- Guardian of taxpayers' money

Taken together they create dilemmas and trade offs – the essence of the role of commissioning.

Commissioning for quality improvement – The Health Foundation

Effective commissioners – what skills do you need?

- In three groups, using the IPC commissioning model, come to a consensus about the top three skills needed for each segment of the cycle Analyse, Plan, Do and Review, as well as Core Skills to be an effective Commissioner

- Full group: Review the skills required to deliver strategic commissioning

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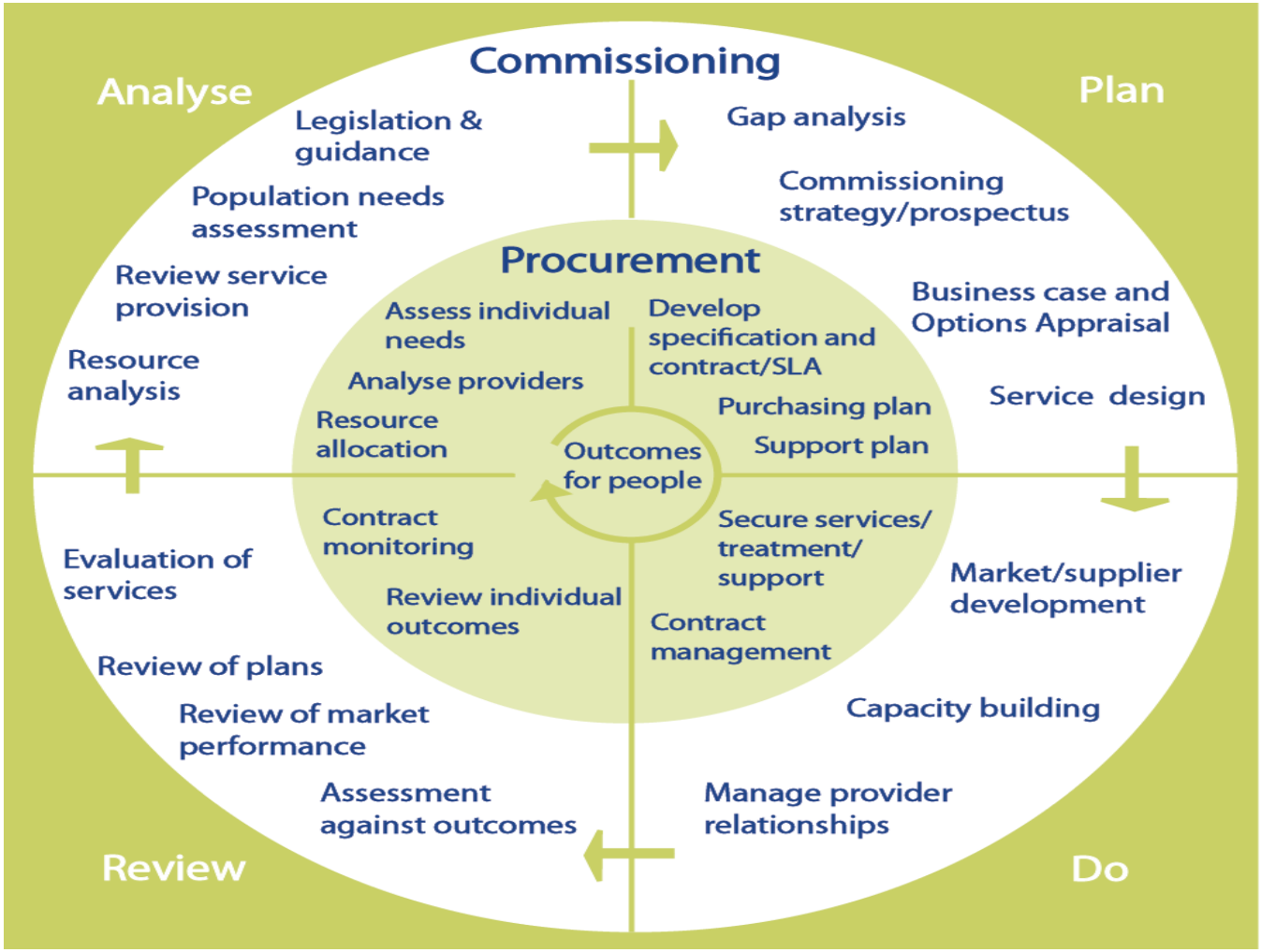

Effective commissioners – what skills do we need?

Breakout Room 1:

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Jasmine /Deborah/Sally/Jemma/Sarah W

Breakout Room 3:

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Back at the office

- Use the outcomes of the exercise to help you form a picture of the balance of skills in your team/service area

- Any thoughts about your own/your service/team's development areas

Back at the office…

Breakout Room 1:

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Breakout Room 2:

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Breakout Room 3:

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National Occupational Standards for Commissioning in the Public Sector

1. Engaging with individuals and stakeholders
2. Governance and management
3. Project management
4. Knowledge and skills training
5. Establish outcomes and priorities
6. Develop options
7. Strategy and policy
8. Work in partnership
9. Develop the market
10. Service procurement and contracting
11. Manage and monitor contracts
12. Review and evaluate commissioning activity

Further resources

- National Occupational Standards: Commissioning, Procurement and Contracting for Care Services

http://www.ccwales.org.uk/qualifications-and-nos-finder/n/commissioning-procurement-and-contracting/

- Commissioning Support Programme: Individual Skills Assessment Framework
- The Leadership Qualities Framework for Adult Social Care

https://www.nsasocialcare.co.uk/about-us/leadership-qualities-framework

- The Healthcare Leadership Model

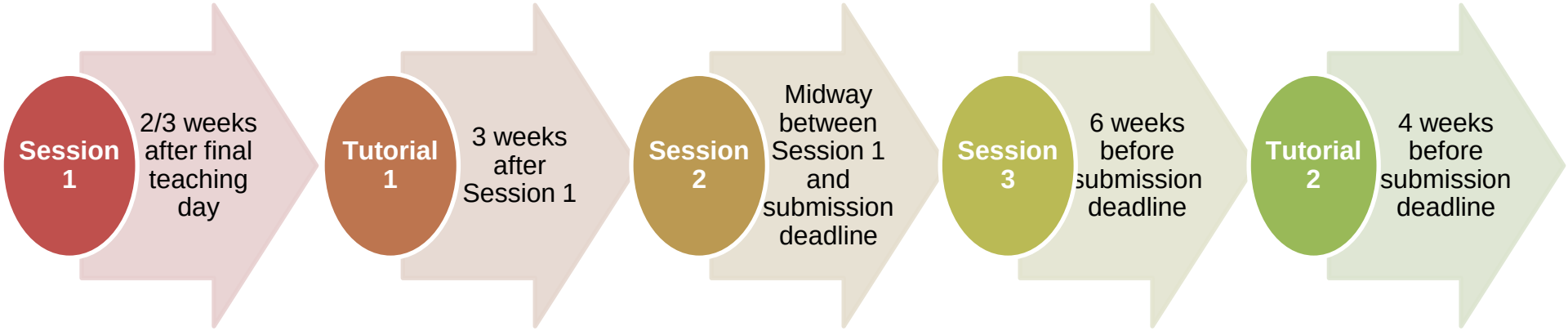
http://www.leadershipacademy.nhs.uk/discover/leadershipmodel/

- Cultural Competence Toolkit

https://thestaffcollege.uk/publications/cultural-competence-toolkit/

WHAT NEXT?

From theory to practice – the support process



Accreditation Support Process

- 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

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

Accreditation: dates in diaries

- Support Session 1: 22nd February ‘22: 9.30 – 11.30
- Tutorial 1: w/c 14th March ‘22 – 1 hour per person
- Support Session 2: 10th May ‘22: 9.30 – 11.00
- Support Session 3: 20th July ‘22: 9.30 – 11.00
- Tutorial 2: w/c: 5th September ‘22 – 1 hour per person
- Assignment Submission: Monday 26th September ‘22

Reflections

The evaluation form link
for IPC Commissioning:

Contact us

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