



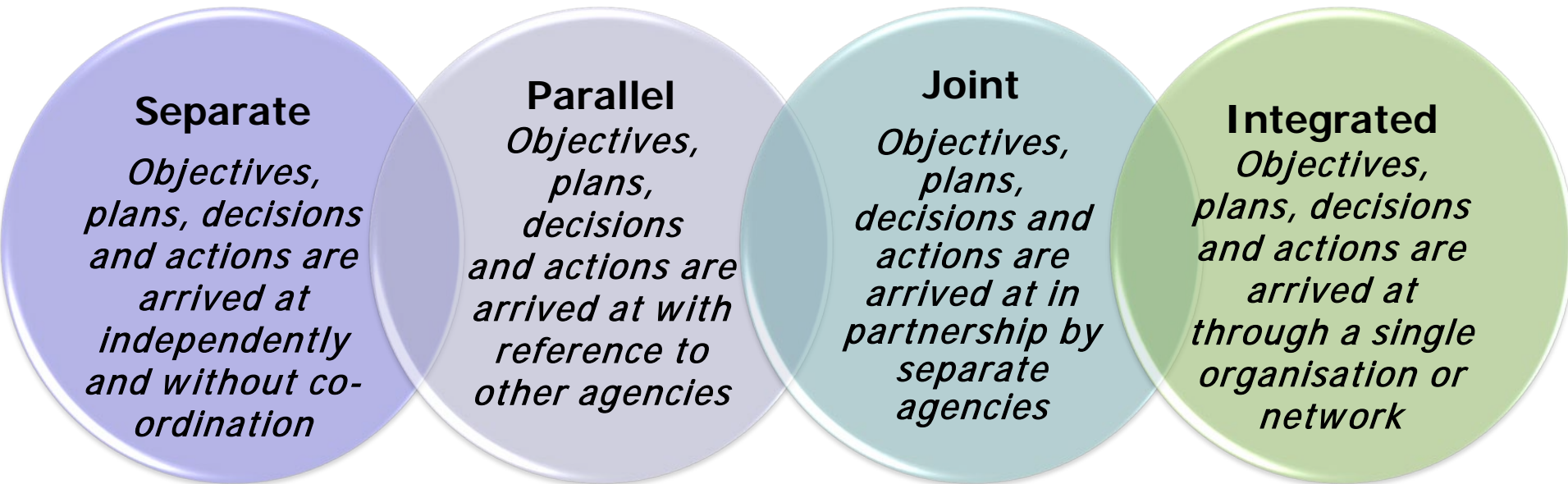
Commissioning Skills Training

Supporting Commissioning

Joined-up commissioning

- What is joined up commissioning?
- How to do it?
 - Skills required for effective commissioning.
 - Organisational arrangements to promote effective commissioning.

What is joined-up commissioning?



7 key areas in the strategic commissioning cycle

- Strategic direction and leadership
- Understanding population needs
- Resource allocation and management
- Market intelligence and market facilitation
- Procurement
- Stakeholder engagement
- Commissioning function

Where are you now?

How "Joint" are we?	Separate	Parallel	Joint	Integrated
Purpose & strategic direction				
Needs & market intelligence				
Resource allocation & management				
Market facilitation & monitoring				
Contracting				
Stakeholder engagement				
Commissioning function				

Role of commissioners

Commissioners play at least three roles:

- Advocate for the individual or family
- 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, October 2006

Commissioning NOS

Core standards

- Partnerships/working relationships
- Governance
- Commissioning environment
- Negotiate outcomes

Options

- Self-directed support
- Decision making
- Managing resources
- Engagement
- Performance monitoring
- Manage contracts

policy & strategy
quality assurance
manage change
sustainability
needs assessment
develop the market



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World Class Commissioning

1. Locally lead the NHS
2. Work collaboratively with partners
3. Partner with patients and communities
4. Partner with clinicians
5. Manage knowledge and assess needs
6. Prioritise investment
7. Stimulate the market
8. Promote innovation and improvement
9. Secure procurement skills
10. Manage the local health system
11. Make sound financial investments



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Resources

- World Class Commissioning: Competencies
http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_080958
- National Occupational Standards: Commissioning, Procurement and Contracting for the social care and children and young peoples' workforces
<http://www.cwdcouncil.org.uk/nos/commissioning>
- Individual Skills Assessment Framework
<http://www.commissioningsupport.org.uk/events--training/csp-events--training/assess-my-skills.aspx>

National guidance

“a joint commissioning body of some sort”

Children's Trusts Statutory Guidance 2008

“a single joint commissioning unit, possibly spread across locations, but working coherently together”

Joint Planning and Commissioning Framework for Children, Young People and Maternity Services, March 2006

Joint commissioning units

- To achieve better integration of strategic commissioning and purpose, many Children's Trust Boards either have or are taking steps to put in place a Joint Commissioning Unit or Team.
- These bring together key commissioning functions from across the Children's Trust area and will, at least, include Local Authority and PCT partners.

The HMG Joint Planning and Commissioning Framework asks:

- Do you have a group of people for joint commissioning?
- Are corporate procurement, finance, legal and other support staff part of the joint commissioning unit?
- Does the joint commissioning unit exercise independence of decision making from internal and external providers?
- Does the unit cover the wide range of skills, experience and backgrounds required by the joint planning and commissioning cycle?

JCU competencies, capacity, skills and experience

Engaging and drawing on experience of local leaders from schools, hospitals, etc

Engaging with children, young people, families

Collaborating with Providers

Promoting improvement and innovation

Securing procurement skills

Shaping and managing the markets

Specifying and measuring outcomes

Mapping resources

Implementing project and change management

Prioritising investment

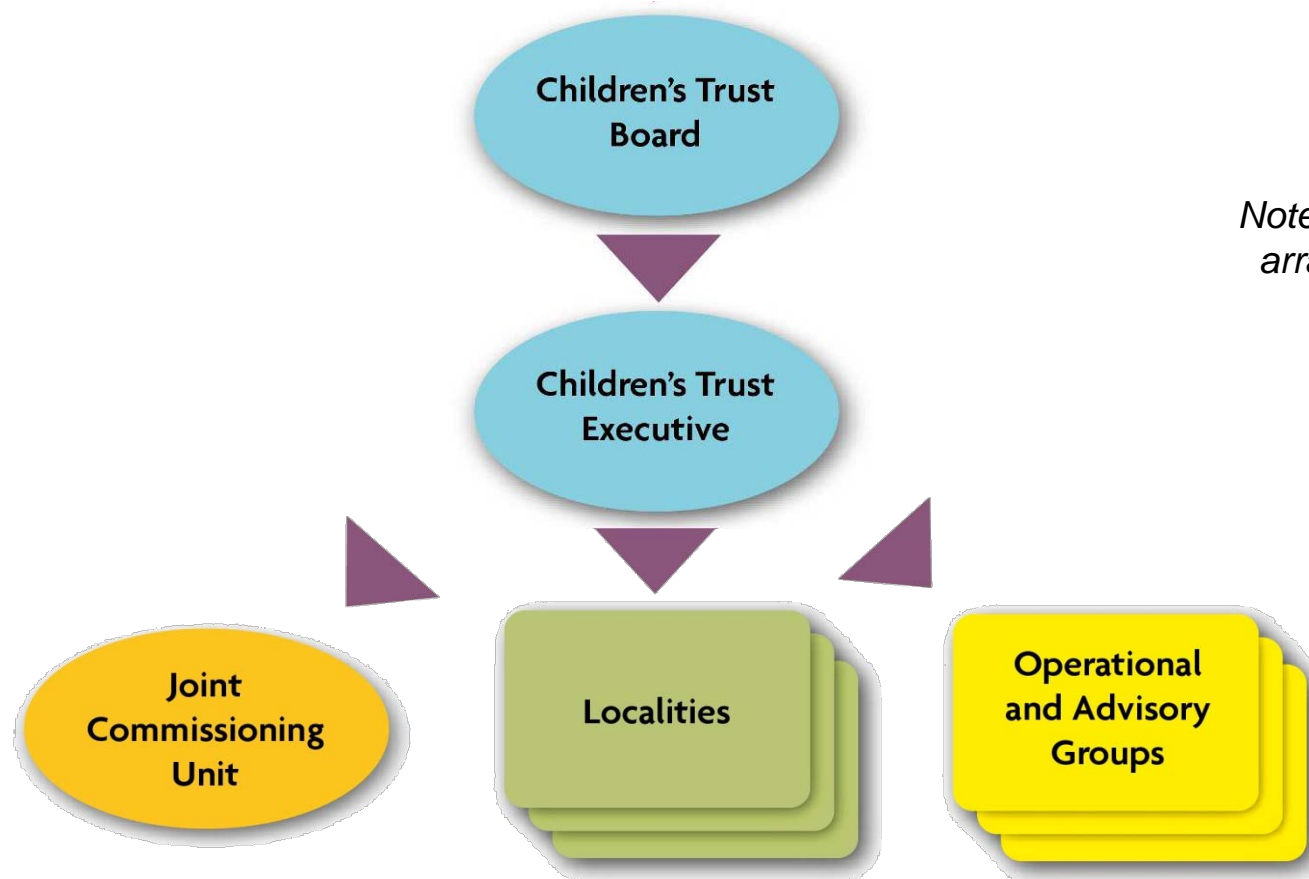
Managing and leading the children's services system

Engaging and drawing on experience of community leaders and partners

Managing knowledge and assessing needs

Making sound financial investments

Structures



Note – governance arrangements are different in all local areas

Principles for successful joint commissioning

- Secure inter-agency governance arrangements
- Organisational accountability arrangements at an appropriately senior level
- Whole system approach
- Clearly agreed commissioning framework
- Accurate and relevant data of high quality
- Information sharing protocols
- Statement of good practice
- Strong evidence-based universal services are a necessary foundation for more targeted services