

A Matrix for Analysing Approaches to Commissioning Across Agencies

IPC have drawn on a range of materials, particularly A Practical Guide to Integrated Working (Integrated Care Network 2008), World Class Commissioning Competencies (Department of Health 2008) and A Catalyst for Change (Department of Health, 2007) plus its own experience of working on the commissioning of public care services throughout the country to develop a matrix for analysing the extent to which different areas of the commissioning and contracting process are integrated across agencies. The matrix uses the following 7 commissioning and contracting areas:

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

The matrix also differentiates between the following 4 levels of integration:

- Separate Approaches: Actions and decisions are arrived at independently and without co-ordination.
- Parallel Approaches: Objectives, plans, actions and decisions are arrived at with reference to other agencies.
- Joint Approaches: Objectives, plans, actions and decisions are developed in partnership by separate agencies.
- Integrated Approaches: Objectives, plans, actions and decisions are arrived at through a single organisation or network.

Examples of activities at each level are described in the table below.

Areas	Separate Approaches Objectives, plans, decisions and actions are arrived at independently and without co-ordination.	Parallel Approaches Objectives, plans, decisions and actions are arrived at with reference to other agencies.	Joint Approaches Objectives, plans, decisions and actions are arrived at in partnership by separate agencies.	Integrated Approaches Objectives, plans, decisions and actions are arrived at through a single organisation or network.
Strategic Direction and Leadership	<ul style="list-style-type: none"> Agencies develop services to meet their own priorities. Single agency planning documents do not include key partner's priorities and drivers. Single-agency commissioning strategies. 	<ul style="list-style-type: none"> Systematic analysis of partner agency perspectives, issues and concerns. Liaison in the production of separate strategies. Strategies reference and address partners' issues. 	<ul style="list-style-type: none"> Shared commitment to improve outcomes across client group, clearly outlined in LAA. Joint strategy development teams producing common commissioning strategies. 	<ul style="list-style-type: none"> Inclusive planning and decision process as an integral partner. A transparent relationship between integrated bodies. Single agency with one commissioning function.
Understanding Population Needs	<ul style="list-style-type: none"> Needs analysis is undertaken independently, and deals with very specific aspects of population need. Agencies use provider intelligence for the purpose of identifying their own commissioning priorities only. 	<ul style="list-style-type: none"> Separate needs analyses shared by agencies. Separate cost, benchmarking and general market intelligence shared by agencies. 	<ul style="list-style-type: none"> Jointly designed population needs analysis. Joint working groups to review market mix. 	<ul style="list-style-type: none"> Single projects undertaking needs analysis and using these to inform common commissioning and contracting priorities. Single research, analysis, public health teams.
Resource Allocation and Management	<ul style="list-style-type: none"> Budgets are used solely to meet self-determined objectives. The financial impact of services and policies on other agencies is not considered. 	<ul style="list-style-type: none"> Agencies allocate some resources to address issues of common concern. 	<ul style="list-style-type: none"> Agencies identify pooled budgets for particular areas, and a joint approach to decision making on budget allocation to meet common objectives. Use of Health Act Flexibilities. 	<ul style="list-style-type: none"> Pooled budgets within a single agency or network, to meet combined needs identified for the population via the JSNA.
Market Intelligence and Market Facilitation	<ul style="list-style-type: none"> Market facilitation sited in separate organisations. A fragmented approach to use of providers and resources. 	<ul style="list-style-type: none"> Tendering and other market development information shared across agencies when clearly relevant. 	<ul style="list-style-type: none"> Multi-agency review groups ensure robust joint arrangements for the collection and interpretation of 	<ul style="list-style-type: none"> Integrated monitoring and review arrangements that result in a shared understanding of the effectiveness of current

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	<ul style="list-style-type: none"> Provider performance information not shared between agencies. 	<ul style="list-style-type: none"> Agencies inform each other of performance improvement needs. 	<ul style="list-style-type: none"> performance information. Sharing of risk with market development. 	<ul style="list-style-type: none"> services and the evidence for changes in the future.
Procurement	<ul style="list-style-type: none"> Contract compliance information is used independently of other sources and solely within the organisation. 	<ul style="list-style-type: none"> Agencies inform each other of purchasing intentions. Agencies share information about contracts and intelligence about performance where relevant. 	<ul style="list-style-type: none"> Agencies issue joint contracts or share contract risk. Agencies develop joint service specifications. Agencies jointly design monitoring frameworks. 	<ul style="list-style-type: none"> A single function is responsible for managing and monitoring contracts to meet a single commissioning agenda.
Stakeholder Engagement	<ul style="list-style-type: none"> Public meetings, conferences, feedback are designed and delivered independently. 	<ul style="list-style-type: none"> Information from patients/ service users or service providers is shared when clearly relevant. 	<ul style="list-style-type: none"> Agencies jointly design and manage consultation and feedback activities. 	<ul style="list-style-type: none"> A team is responsible for systematic planning and delivery of consultation and engagement to inform a single commissioning strategy.
Commissioning Function	<ul style="list-style-type: none"> Agencies have their own teams to support their commissioning activities. 	<ul style="list-style-type: none"> Agencies liaise re commissioning activities (e.g. needs analysis, monitoring of individual agency strategies) in order to support common commissioning objectives. Identified common training and development needs within agencies. 	<ul style="list-style-type: none"> Emerging hybrid roles support a joint strategic commissioning function across agencies. A clear understanding of the resources and skills required to provide support to joint strategic commissioning Joint appointments of commissioning staff. 	<ul style="list-style-type: none"> Integrated commissioning function, e.g. a single manager with responsibility for managing commissioning and contracting within a single organisation or network.