

# System improvements for under 1's

Commissioning



# Purpose

- “All the evidence is that babies under 1yr are the most vulnerable group of children in the community. Responding to them in the same way as older children is not sufficient and treating all children aged 0-18yrs the same does not properly reflect the differential risks faced across the age spectrum
- The purpose of this session is to give attendees an overview of commissioning and the move to commissioning for outcomes for this cohort of the population



# Commissioning Cycle



# Commissioning and Procurement



# Plan



## **Strategic Commissioning: Planning**

– undertaking gap analysis, designing/ specifying services, and writing joined up commissioning strategies

**Procurement: Planning** - by designing specifications, deciding contract type and terms and developing purchasing and support plans.

# Commissioning product(s) associated with this quadrant typically include

- Commissioning strategy
- Business case
- Options appraisal
- Risk assessment
- Equality Impact Assessment
- Market position statement (MPS)



# Today, for us to consider....

## 2. Plan

- Outcome based commissioning
- System commissioning
- Place based commissioning based on population health data
- Community led commissioning and empowerment

In preparing our business case, strategies and agreeing the 'what' support/services are required:

*How do we ensure that we maintain an outcome focus through our commissioning approach and activities?*





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## Discussion 1 - Commissioning for Outcomes

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- Image a 'new world' where how we acquire support and services for people who need them to improve or maintain their health and wellbeing has not been put in place yet.
- What would you suggest (a maximum of 5 'things') and why?



# Outcomes Based Commissioning

- What do we mean by outcomes?



Inputs



+ Processes



+ Outputs =



Outcomes!



# What do we mean by outcomes?

**“An outcome is a change in circumstances that results from the decisions we make and the actions we take”. (IPC, 2023)**

- Service user/carer outcomes
- Population or ‘system’ outcomes
- Social outcomes/Social Value
- Economic outcomes
- Efficiency outcomes
- Legal compliance outcomes





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## Discussion 2 - Commissioning for Outcomes

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- Can you think of some examples of what might be 'good' outcomes?
- Who do you need involved to achieve these outcomes?

# Discussion 2 - Commissioning outcomes for under 1's

**‘Good’ outcomes** means commissioning better co-produced and designed local support and services that are accessible.

Some of these should focus on:

- Prevention
- Early intervention
- Effective crisis response and support



# Things people like about an outcome-based approach

- Based on the person's desires, not service led.
- Holistic approach.
- Fits with person-centred approaches; puts the individual at the centre.
- Empowers service users and promotes self-advocacy.
- Emphasises evidence-based practice.
- Focuses on needs and seeks positive interventions to provide better outcomes.
- It facilitates a co-productive approach using person's assets as well as services or support.



# Working with Outcomes - some challenges


Some of the main challenges of working with outcomes are:

- Identifying and agreeing what outcomes we should be aiming for
- Getting everybody to work to outcomes
- Knowing the outcomes we want to achieve does not tell us what we need to do to achieve them
- Linking the identified outcomes to our activity
- Finding measures and methods to capture them

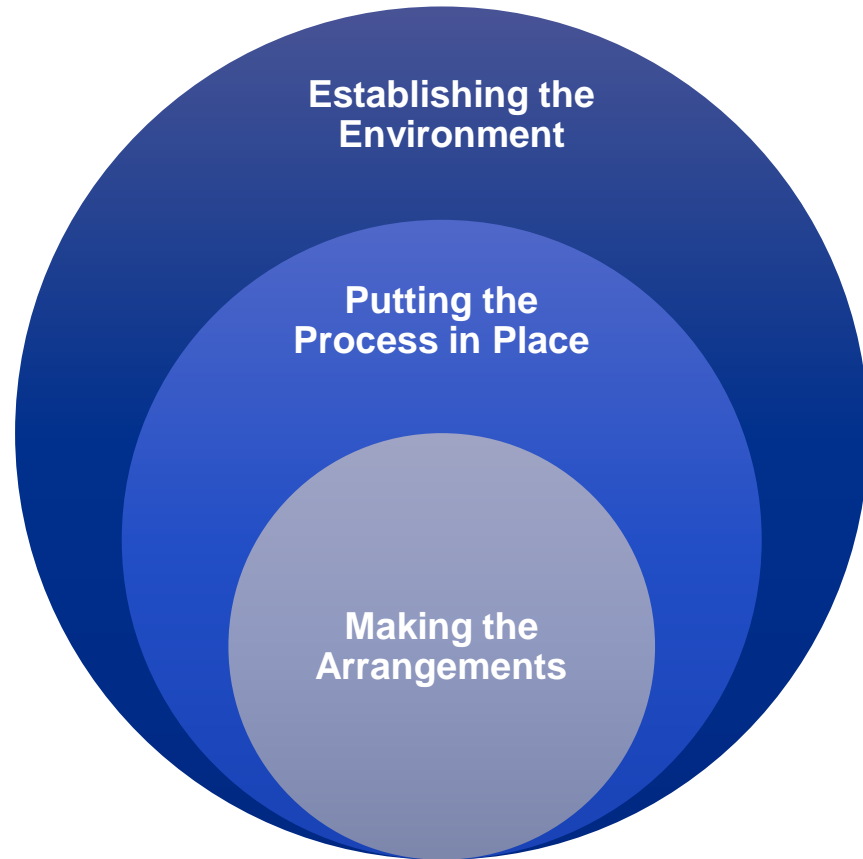


# Options for measuring the impact of commissioning on outcomes

## Findings from the Literature Review

- There is little actual research or description of commissioning approaches regarding impact.
  - However, some case studies are emerging that attempt to measure good commissioning practice with positive results.
  - Some materials do identify how effective evaluation of the impact of commissioning might be carried out.
  - The nature of commissioning is evolving to high trust, innovative, locally focused integrated solutions where staff work in partnership and are empowered.
  - Effective commissioning has to engage with stakeholders
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# IPC Model for Whole System Outcomes Based Commissioning



**“Establishing the environment”**

**“Putting the processes in place”**

**“Making the arrangements”**





# “Making the arrangements” Service design



- Agree tangible outcomes, identify who benefits from these and what is the value of such outcomes.
- Identify specific actionable insights into the underlying needs of children and how the system currently responds to them
- Acquire robust understanding of the available interventions, and their business case for different sets of issues
- Engage all those agencies that are likely to have a material impact on the selected outcomes.
- Commissioner sets direction but some risks transferred to the delivery body.

Social Finance (2015) Commissioning for outcomes across children's services and health and social care

# “Making the arrangements” Purchasing

- May require a fundamental re-think of business model and operation for providers.
- Can we:
  - Stop paying for outputs?
  - Continue to ensure user choice and personalisation?
  - Attribute the outcomes obtained by a patient/service user to the input of a single provider?
  - Give organisations who provide services incentives for doing better than the agreed outcomes, and disincentives if they don't?



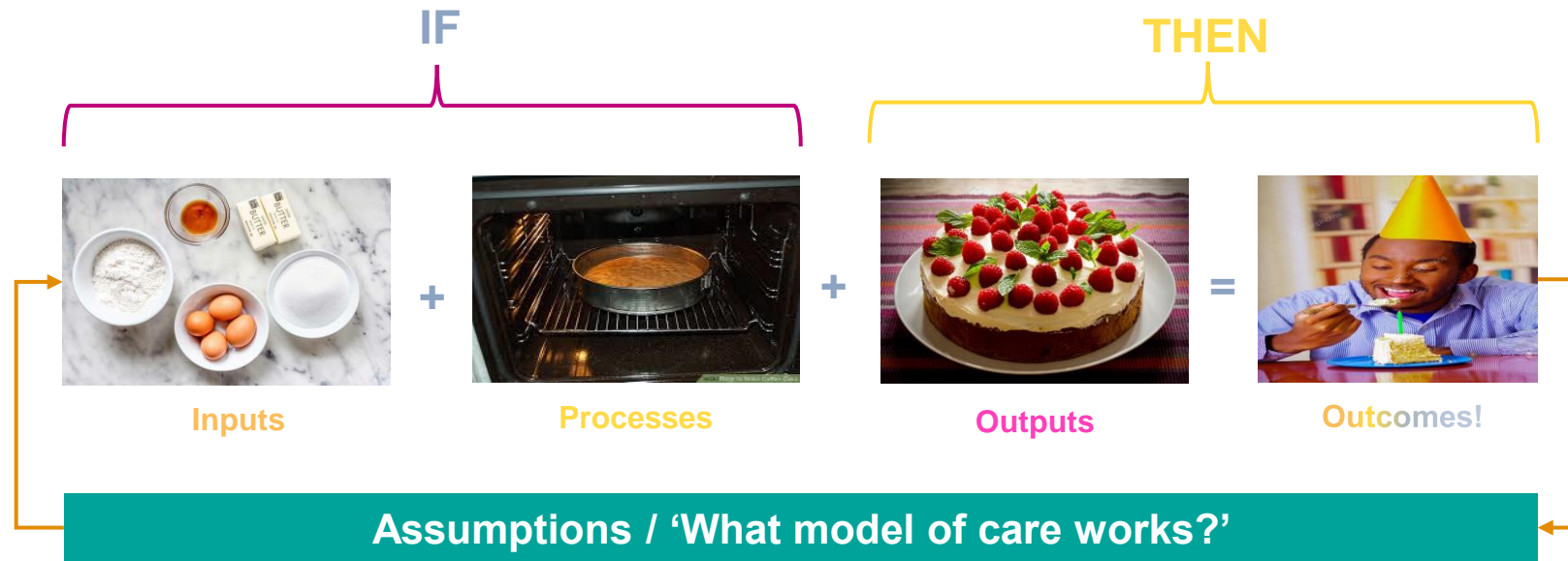
# Making the arrangements” Monitoring



- Put in place a monitoring framework that is capable of capturing performance against the outcomes.
- Develop one or more indicators to measure the change in relation to each outcome.
- Ensure a balance between subjective (or self-reported) and objective indicators.
- Measure intermediate outcomes or the distance travelled towards an outcome.
- Evaluate longer-term outcomes.

Nef (2009) A guide to commissioning children's services for better outcomes

# Commissioning 'what works' – a 'logic model' approach



The diagram shows that a helpful link can be made between resources, activities and outcomes/impact by introducing an “If, Then” structure, therefore:

- ✓ **If** you have access to them (inputs/process/resources), **then** you can use them to accomplish your planned activities (outputs).
- ✓ **If** you accomplish your planned activities, **then** you will, it is hoped, delivery the amount of product and / or service (output) that you intended.
- ✓ **If** you accomplish your planned activities to the extent intended, **then** people will benefit in specific ways (individual outcome/impact).
- ✓ **If** these benefits to people are achieved, **then** certain changes (strategic objectives) in organisations, communities or systems might occur under specified conditions.

# What works in implementing an outcome-based approach

- Developing trust and enabling providers to have the skills and knowledge to deliver the right outcomes in the most appropriate way
- Make payment and performance management processes clear and simple
- Develop common understanding and engagement across assessment staff, providers, carers and their families of the importance of taking an outcomes approach

IPC (2015) Emerging practice in outcome-based commissioning for social care





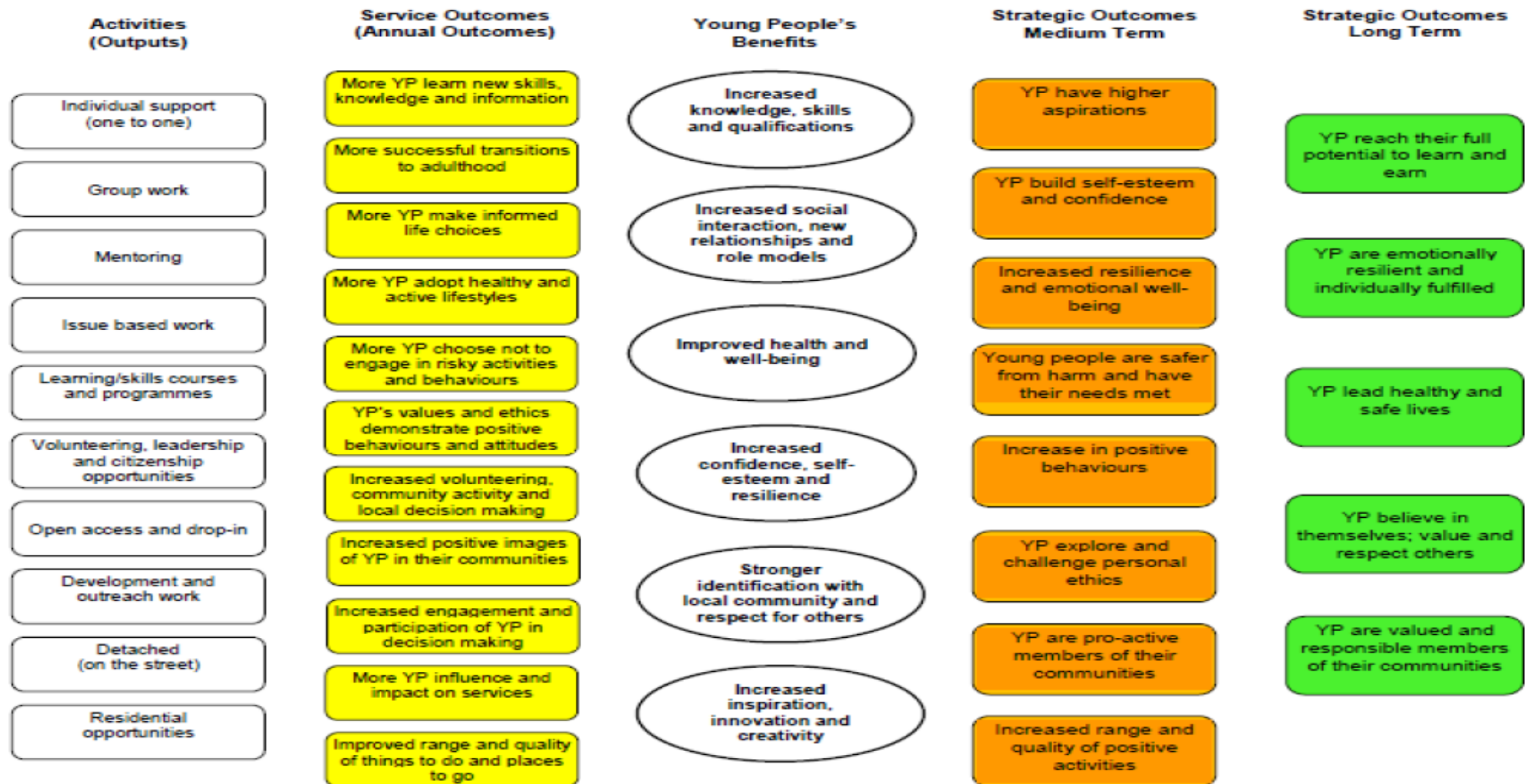
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## Discussion 3 - Commissioning for Outcomes

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- How will you ensure that you are commissioning for outcomes moving forward?

## Young People's Services - Outcomes Logic Model



# Any questions?



**Bath and North East Somerset,  
Swindon and Wiltshire**  
Integrated Care Board

