

Health Overview Scrutiny

Commissioning

What is Commissioning

- Commissioning and related terms are much used and confused across the public, voluntary and private sectors, so to encourage consistency the following definitions have been used throughout the course of the project:
- “Commissioning is the process of specifying, securing and monitoring services to meet people’s needs at a strategic level. This applies to all services, whether they are provided by the local authority, NHS, other public agencies or by the private or voluntary sectors.”
- *(Audit Commission, Making Ends Meet website).*
- Within the overall commissioning task, each of the following definitions deal with related activities, each more specific and localised in their scope:
- Procurement is the process of acquiring goods, works and services, covering both acquisitions from third parties and from in-house providers. *(National Procurement Strategy for Local Government, ODPM)*
- Purchasing is the process of securing or buying services. *(Audit Commission, Making Ends Meet website)*
- Contracting is putting the purchasing of services in a legally binding agreement.
- *(Audit Commission, Making Ends Meet website)*

National Context

- The Government is very clear that more effective joint commissioning and procurement is needed between and within agencies in the public sector to help deliver services. For example, the Gershon review for ODPM in 2003 commented that:
- ‘Better value for money could be achieved by more collective and professionalised purchasing across the public sector....There is scope for significant additional savings through aggregation of demand’ (*Gershon Review 2003*)
- Two years later, the DfES stated that:
- ‘The primary purpose of a Children’s Trust is to secure integrated commissioning leading to more integrated service delivery and better outcomes for children and young people, formed through the pooling of budgets and resources.’ (*Every Child Matters: Next Steps 2005*)

National Context

- Most recently, the DH has said that:

‘Commissioners have a key role to play in shaping the market through dialogue and procurement to stimulate providers to produce innovative solutions and create an environment where these can be sustained. This includes the development of effective and strong partnerships with current and potential providers; more strategic, earlier discussion with provider communities about need (e.g. through the Joint Strategic Needs Assessment and the PCT Prospectus); and transparent fair procurement and introducing or increasing contestability by addressing potential barriers to entry.’
(Commissioning Framework for Health and Well-Being 2007)

Wiltshire

- During late 2007, The Institute of Public Care (IPC) were commissioned by the two organisations to review joint commissioning arrangements and consider options for development within the Council and NHS Wiltshire.
- The review concluded that the Council and NHS Wiltshire should develop joint commissioning models. These models should be focus on:
 - Adult services
 - Children's services
- It was recognised in the report that there were significant synergies within the Council between Adult and Children's Services, however it was felt that the Council and the NHS Wiltshire could benefit greater if commissioning units were established across the two organisations/age groups.

Wiltshire

The report concluded that:

- Establish a commissioning arrangements design team across the DCS, DCE and NHS Wiltshire to propose a first draft of 2 related commissioning frameworks, including what formal governance arrangements would be required
- Develop a joint skills development programme for commissioners across the DCS, DCE and NHS Wiltshire
- Scope out management arrangements for each of the functions, terms of references for the commissioning boards
- Confirm structural and system management arrangements for the procurement functions in DCS and DCE

Progress Council / NHS Wiltshire

- The development of joint commissioning strategies – these have been agreed for mental health and learning disabilities. There is further work ongoing to agree strategies for older people and people with a physical impairment
- The development of an overarching urgent care commissioning strategy that will link into and influence the regional urgent care commissioning framework.
- At a specific service level joint strategies / frameworks and joint working have been agreed around various issues including - Falls prevention, Support for people who suffer a stroke, Equipment and Out of hours response service (Tele - care)
- Joint commissioning meetings take place involving officers from Adult Social Care, the Council's Corporate Procurement Unit and the Wiltshire NHS around the four user groups. These meetings have provided a firm basis for developing a more formal joint commissioning framework
- The Mental Health Partnership Board and the Learning Disabilities Partnership Board meet on a regular basis and have determined key priorities

Progress Council / NHS Wiltshire

- Older people are starting to get involved in the joint commissioning meetings
- Staff from NHS Wiltshire and the County Council are working together in a collaborative way on a daily basis

Current Discussions – Adult Health and Social Care

- Establish a Joint Commissioning Board (JCB) for Adult health and social care between the Council and NHS Wiltshire
- The JCB will be established under the attached constitutional framework
- Recognise the Mental Health Partnership Board and the Learning Disabilities Partnership Board as the partnership group that determines the strategic direction for mental health and learning disabilities respectively
- Establish two reference groups for older people and people with a physical impairment to provide a strategic forum for determining key strategic priorities for older people and people with a physical impairment
- Consider options for co – location of staff
- Explore the opportunities for joint posts

Older People's Commissioning Strategy

- That research has shown that investment in preventive services saves longer term expenditure and improves the quality of life for older people.
- That older people often end up in institutional care because of relatively minor reasons, many of which could be avoided if people received the right information, at the right time in the right form
- That older people want to make their own decisions and know what is best for them.
- That people are spending more time in hospital than they need to and that by joint working with the NHS Wiltshire we can reduce this
- That loneliness, depression and social isolation are key factors that can trigger a decision to go into care, or can increase the likelihood of health deteriorating
- That care homes can and should be places that people want to live.

Older People's Accommodation Strategy

- That there is enough nursing care available in Wiltshire but we need more EMI nursing care – we intend to commission this from Order of St John as their new developments come on stream.
- That much of the sheltered housing in Wiltshire is not fit for purpose and needs renovating or replacing. We will be tendering for approved accommodation partners this year to work with us to achieve this over a number of years
- There is too much residential care and not enough extra care – over 10 years we will commission or facilitate the development 900 units of extra care throughout Wiltshire to rent or lease.
- That with the right accommodation and the right support older people should not need to move. Extra care enables the support to go to the person at whatever level they require rather than the person going to the support. Extra care schemes if developed correctly can produce financial benefits.
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Learning Disabilities Commissioning Strategy

- Objective is to reduce health inequalities. Ensure that people with learning disabilities have access to mainstream health services.
- DCS to enable and support 70 people to move from residential care to supported living in 2009/10 - 2010/11.
- Re-pattern in-house day services. Close large centres – develop smaller buildings for wider community use.
- Commission effective employment services.
- Mental health - Joint planning with mental health services to reach “Green light” objectives that enable people with learning disabilities to access mainstream mental health services when appropriate.
- Transitions - Agree multi agency protocol by end March 2009. Agree implementation plan for protocol by June 2009. Establish information and planning pathway to enable the Council to have a three year financial impact and commissioning plan in place for financial year 2010 /11
- User engagement - Agree Partnership Framework between WCC and Wiltshire People First and other user led