

Making difficult decisions: commissioning health care in times of change

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Set out the key factors to consider when embarking on making difficult commissioning decisions



The Changing Commissioning Landscape

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Commissioners

The independent collective voice
of clinical commissioning groups

2017: ACS

‘Next Steps on the FYFV’ March 17

2016: STP

2015: Place-based commissioning

2014: Integrated Health and Social care



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What is an ACS though?

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Empirically it is about commissioner/provider collaboration, considering budgets on a population basis and focusing on the improvement in outcomes for that population. Also the recognition that to achieve effective outcomes multi-year planning and implementation are key

(Jackson Jun17)



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What is Commissioning?

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Assess need

Identify priorities

Market management

Procure

Contract

Monitor and quality assure

Assess future need



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What else is changing?

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New models of care

Devolution

Primary Care Co-commissioning

Place based activity local/strategic

Simon's U-bend



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Manage expectations

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Resource is finite:

Need vs. want vs. choice

Prioritisation vs. Rationing

Large scale change vs. local resistance



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Prioritisation and planning

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Identify opportunities for change

What is needed/what is not?

Advance Planning

What is the evidence/data?

Managing public and patient perception

.....and politicians!



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Prioritisation and planning

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Stakeholder engagement

Decision makers not necessarily in your own organisation

Engage others

Politicians (again): LA and MPs

Media



Change Management

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Plan

Be clear on intended outcome

Lead

Be strong...Be respectful...Be transparent

Engage with all stakeholders

Listen...Reflect...Respond



Difficult Decisions

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Evidence is key
...and remember:

It's all about relationships!!!



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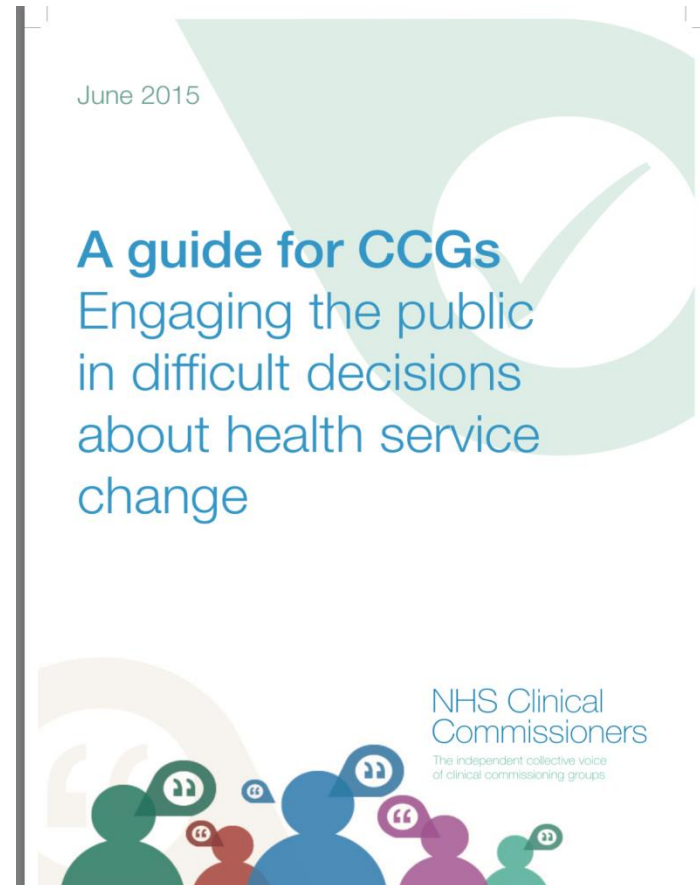
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Example: Priorities Committee

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Review

Activity

Evidence: *Commissioning for Value*

Variation: *Right Care/Choose Wisely*

NICE guidance etc

Demand



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Example: Priorities Committee

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Clinical leadership
Senior management
Healthwatch
Legal advice
Ethical advice
Technical support



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Example: Formulary Management

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Low Value Medicines

Huge regional variation

Planned national guidance

Local implementation



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Top tips

Identify opportunities

Plan change management process

Base decisions on robust data

Manage stakeholder perception

Local community, clinical and political support vital

Integrated comms/engagement strategy early on



So what does that mean?

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Real choices have to be made based on real data

No change is not an option

Locally focussed/Strategically supported

National air cover

Embed behaviour.....even if had surplus

Make the right choice because it is the right choice and you believe it is the right choice



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