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

2017: ACS
‘Next Steps on the FYFV’ March 17
2016: STP
2015: Place-based commissioning
2014: Integrated Health and Social care
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)
What is Commissioning?

Assess need
Identify priorities
Market management
Procure
Contract
Monitor and quality assure
Assess future need
What else is changing?

New models of care
Devolution
Primary Care Co-commissioning
Place based activity local stratégic
Simon’s U-bend
Manage expectations

Resource is finite:

*Need vs. want vs. choice*

Prioritisation vs. Rationing

Large scale change vs. local resistance
Prioritisation and planning

Identify opportunities for change

*What is needed/what is not?*

Advance Planning

*What is the evidence/data?*

Managing public and patient perception

.........*and politicians!*
Prioritisation and planning

Stakeholder engagement

*Decision makers not necessarily in your own organisation*

Engage others

*Politicians (again): LA and MPs*

*Media*
Change Management

Plan

*Be clear on intended outcome*

Lead

*Be strong…Be respectful…Be transparent*

Engage with all stakeholders

*Listen…Reflect…Respond*
Difficult Decisions

Evidence is key

…and remember:

*It’s all about relationships!!!*
Example:
Priorities Committee

Review

Activity

Evidence: Commissioning for Value

Variation: Right Care/Choose Wisely

NICE guidance etc

Demand
Example:
Priorities Committee

Clinical leadership
Senior management
Healthwatch
Legal advice
Ethical advice
Technical support
Example: Formulary Management

Low Value Medicines

*Huge regional variation*

*Planned national guidance*

*Local implementation*
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?

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*
Making difficult decisions

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