

National Commissioning Board and National Provider Forum Wales: Home Care Toolkit

**Developed in partnership with the Institute of Public Care, Oxford
Brookes University**

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Introduction

- You will have access to draft tools on WLGA website (details at the back of presentation handout) – they will be subject to further editing over the next few weeks.
- Purpose of today is to introduce to the contents and share hard copies of a couple of the tools.
- Sharing this information is not entirely altruistic – We would welcome your feedback and examples of your work – ideally we would like to add references to them in toolkit (depending on your wishes).
- This is very much new territory for us and we have enjoyed the opportunity to work with IPC to identify steps required for progress.

Background: Home Care Toolkit

Other related work:

- Costs of Care Group – methodology for determining fees for care homes for older people. This work may be extended to home care.
- Work underway on developing good practice in the procurement of home care - focus on personalized services & sustainable workforce – will feed into toolkit.
- The Care and Support at Home in Wales 5 Year strategy.
- Integration – more than integrated commissioning – benefits of an integrated approach to the workforce.

Background: Home Care Toolkit

- National Commissioning Board commissioned John Bolton & Keith Moultrie (IPC) to draft paper on implications of moving to outcome focused home care services.
- National Commissioning Board held workshop with representatives of Commissioners & Providers to discuss paper plus outcome of CSSIW review of home care services.
- Decision to commission the development of a toolkit – designed as a commissioning toolkit with engagement of providers – hopefully adding tools for providers!
- IPC have developed comprehensive range of materials within very challenging timescales – this is a start of a journey – we will continue to develop the toolkit.

Background: Home Care Toolkit

Advantages of a Toolkit include:

- Further tools can be added as required
- Individual tools can be more easily updated or replaced
- Commissioners will be at different stages of development – some may have recently committed to long term contracts so will make more selective use of the toolkit whilst others with contracts up for renewal in a year or so will make greater use.
- Add tools for providers if helpful.

Home Care Toolkit

- The resources included within the toolkit are not intended to mandate current and future practices of commissioning and delivery of Home Care – NCB has no executive authority.
- They are designed as a support initiative to help commissioners and providers to consider how to move from a task and time approach to commissioning towards a more outcomes approach to commissioning.
- This means working flexibly in collaboration with home care providers across the health and social care system to promote health & wellbeing.

Understanding inputs, outputs and outcomes

Outcomes:

- An outcome is the desired positive result or impact of a service for the user (individual level outcome) or the population as a whole (strategic level outcome).
- Outcomes are the good that the activity accomplishes.
- A good thing for the individual in their own right; outcomes are the results of support activity, not the activity itself.
- Outcome focused services aim to achieve the aspirations, goals and priorities identified by service users (and carers).
- Example – Equipment to assist with bathing – Assistance with bathing – role of family carer.

Understanding inputs, outputs and outcomes

Outputs are the desired level of service from the provider i.e what the commissioner would like the service provider to do – availability, activity, quality, response time.

Processes are the detailed processes, procedures and ways of working to achieve these outputs (and outcomes). They describe ways of working that are put in place to achieve the outputs e.g. procedures/policies in place or types of documentation to be used.

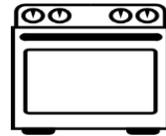
Inputs are what resources are needed to deliver the outputs e.g. numbers of staff employed or training requirements, skills, budgets, buildings, equipment that will be needed.

Understanding inputs, outputs and outcomes and how they relate to each other

Cake analogy:

Inputs = ingredients

Processes = cooking



Outputs = birthday cake

Outcome = happy child.

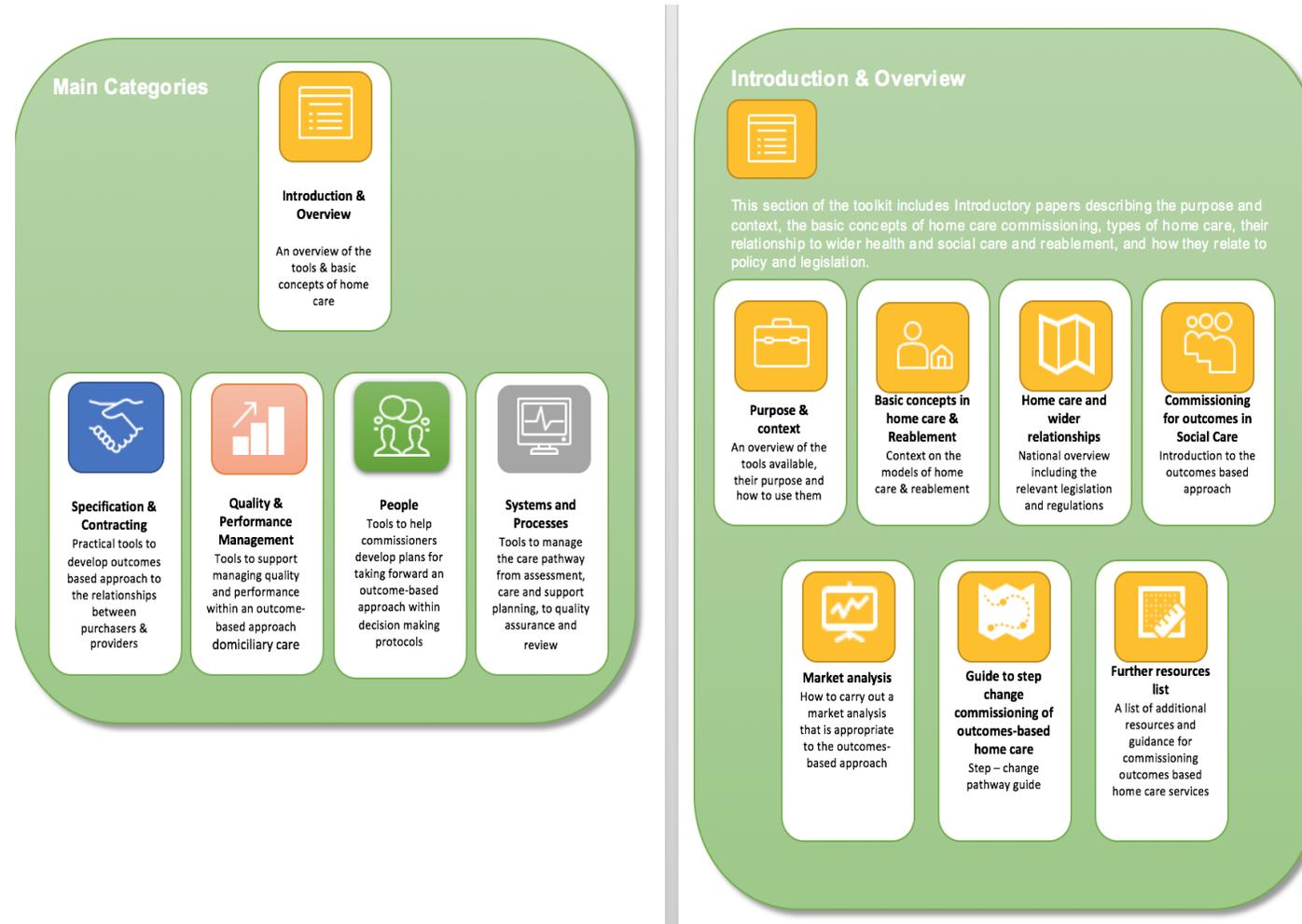
Home Care Toolkit

- Very few examples of outcomes based commissioning (findings of IPC & LGiU 2016)
- If you can't deliver effective traditional services it is unlikely that you can provide effective outcomes focused services – individuals will still need assistance with personal care.
- Opportunity for an incremental implementation and a chance to develop a greater understanding over time.
- Commissioners, providers and assessment and care management staff need to achieve common understanding – whole systems approach – we need to agree outcomes focused model of care e.g. Care Homes Market Analysis example.
- Work with a philosophy of co-production with people who require care and support

The Toolkit identifies 3 models of outcome focused commissioning.

- **Model 1: Outcome Based Care Planning:** (Using outcomes as the basis for planning and reviewing a care package).
- **Model 2: Reward for Achieving Outcomes and Customer Satisfaction:** Again, individual focused but concentrating on the financial aspects of meeting outcomes.
- **Model 3: Population based accountability for outcomes:** Responsibility for the provider(s) for meeting the outcomes of a group of people across a defined geographical area.
- The toolkit is divided into 5 themed categories which are colour coded with individual logos / fonts to ensure ease of access and navigation.
- Each category includes implications for each model.

Outcomes-based Home Care Commissioning Toolkit Navigation



The table below provides an overview on the tools that are available within the toolkit.

Section	Title of the tool
Introduction & Overview	Purpose and Context of the toolkit – provides guidance on accessing on accessing a range of materials that describe the journey required to deliver outcomes.
	Tool 1: Basic Concepts in home care & reablement
	Tool 2: Home Care & wider relationships – Policy, Regulation
	Tool 3: Commissioning for outcomes in social care
	Tool 4: Market analysis
	Tool 5: Guide to step change commissioning in social care – application to commissioning cycle.
	Tool 6: Further resources list

Specification and Contracting



The tools within this section provide practical examples of what could be developed in a local area to underpin an outcome-based approach to the relationship between purchasers and providers of domiciliary care.



A checklist of different procurement approaches

A checklist of approaches within an outcome-based procurement process for home care.



Outcomes based home care specifications

A service and individual level specification, including a commentary explaining their purpose.



Using the Outcomes Star™ in outcomes-based home care service

How to use the model in the commissioning of outcomes-based home care.



Outcomes-based home care – contract contents

Procurement tool to support commissioners with information about appropriate content in commissioning outcome based



Outcomes-based procurement template

A checklist regarding the planning of home care and reablement procurement exercises.

Quality & Performance Management



The tools within this section provides examples of what could help manage quality and performance within an outcome-based approach to domiciliary care.



inputs, outputs and outcomes

A Guide to understanding inputs, outputs and outcomes and how they relate to each other.



Quality assurance

An example quality assurance framework covering quality of care, satisfaction and user experiences.



Workforce analysis

A workforce analysis framework to help both commissioners and providers to review skills requirements and capacity, plan



Interactive outcome based commissioning technology

How technology can be an effective enabling tool in the coordination of care, personalisation and prevention.



Risk Management

An overview and guide to managing risk that includes a checklist and examples.

Specification & Contracting	Tool 7: A checklist of different procurement approaches – Types of contract
	Tool 8: Outcomes based home care specifications – what's included / what's excluded??
	Tool 9: Using the outcomes star in outcomes based home care services – uses domains to identify outcomes – used to measure how well outcomes are being met.
	Tool 10: Outcomes based home care contracts – templates offer insights with regard to outcomes based contracting under each of three models.
	Tool 11: Outcomes based procurement template – Standard Procurement Project Plan

Quality & Performance Management	Tool 12: Inputs, outputs and outcomes
	Tool 13: A quality assurance framework to measure & monitor quality of services provided.
	Tool 14: A workforce analysis tool
	Tool 15: A guide to using interactive technology in outcomes based commissioning – Technology Enabled Care
	Tool 16: Risk management within outcomes based commissioning – identifying, considering and managing risks associated with three models of care.

Outcomes-based Home Care Commissioning Toolkit Navigation tool

People



These tools help commissioners and providers develop plans for taking forward an outcome-based approach, and ensure that key strategic decisions are taken at an early stage which will promote successful implementation



Simple guide to outcome based home care commissioning
A simple guide to the principles and model of outcomes based commissioning



Change management Plan
A commissioner change management plan example internal project management plan.



Engagement & communication
A checklist covering how these activities could be undertaken as part of the change management plan

Systems & Processes



These tools help commissioners and providers to use effective automated systems and processes to manage the pathway - through assessment, care and support planning, service allocation and delivery, charging and invoicing, quality assurance and review



Framework for reviewing commissioning systems
A framework to evaluate commissioning home care [on the basis of Outcomes.](#)



Systems and processes
A range of systems, processes and options and how they can be supported within an outcome based model



A design tool to shape systems to support outcomes
Supports commissioners to shape systems in outcomes-based practices

People	Tool 17: A simple guide to outcomes based commissioning – Simple Guide. – what is outcomes based commissioning? Key themes Characteristics of outcomes based contract.
	Tool 18: A change management Plan and what it should contain
	Tool 19: An engagement & communication checklist – Tools 18 and 19 can be applied to other services.

Systems & Processes

Tool 20: A framework for reviewing commissioning systems – identifies domains for reviewing the procurement process.

Tool 21: A Systems and processes tool for commissioning for outcomes – outline and expand how commissioning, procurement, contract management systems, review processes, assessment and care planning, finance can be best used to support

Tool 22: A design tool to shape to shape and develop systems to support outcomes – to design / redesign their systems to incorporate an outcomes based approach. Examines each quadrant of the commissioning cycle.

Home Care Toolkit: Further Work

- Identify additional tools required
- Edit & Amend toolkit
- Workforce tool – more user friendly.
- Personalisation (work in Flintshire, Monmouthshire).
- Exercise to talk through the pathway with commissioners including operational staff and providers (care plans and service delivery plans.
- We would love to hear from you in terms of your work in moving to a more outcomes focused and personalized service.

Steve.Vaughan@wlga.gov.uk

07532455007

01874 614113

Questions

- Is there a consensus around the need to move to an outcomes focused approach to commissioning?
- How do we achieve the right balance between outcomes, inputs, outputs?
- How are overcoming the problems associated with task and time based services?
- How are you developing more personalized services?