



Outcome Based Commissioning

Joanne Higham

Alcohol Joint Commissioning Officer

Bolton
Council



Content of Presentation

- Context
- Background
- Approach/Concept
- Local Model
- Learning



Context

- Services commissioned via Strategic Partnership
- Commissioning Group chaired by DPH
- Contracts held by Bolton Council & NHS Bolton



Why Outcome Management?

- 2005 HCC Improvement Review
- Context - Change was our only option:
 - Performance
 - Needs Assessment
 - Funding
- Closed tender won by Drug Scope and Centre for Public Innovation - (Most expensive bid)



Current Position

- Outcome monitoring now embedded with our three main substance misuse providers (all external)
- New services have been tendered with contracts that have outcome monitoring
- 27 outcome funnels in total from April 2009
- Developed in two phases: Phase 1 Statutory Drug Service, Phase 2: CAT and ADS

Concept of Outcome Management

Focus not on activities and procedures, but on the results we wish to achieve.

What defines success?

- Performance targets: those specific changes in service users behaviour, condition or satisfaction that a provider seeks to achieve
- Performance targets are linked to outcome statements and can be verified and directly affected by the provider
- Performance targets – You can use to calculate unit cost calculated on the performance target not numbers entering a funnel (How much it will cost to achieve the target).

Activity/Output monitoring v Outcome Management

Activity/output based approach	Outcome based Management
<ul style="list-style-type: none">• Focus on activity/outputs• Focus on Plans• <u>Evaluation</u>• <u>Service focus</u>• <u>Service targets</u>• End of year reporting• <u>Adversarial</u>• <u>Accountable upwards</u>	<ul style="list-style-type: none">• Focus on results / outcomes• Milestone monitoring• <u>Verification and learning</u>• <u>Customer focus</u>• <u>Team targets</u>• Rapid course correction• <u>Collaborative</u>• <u>Accountably inwards</u>

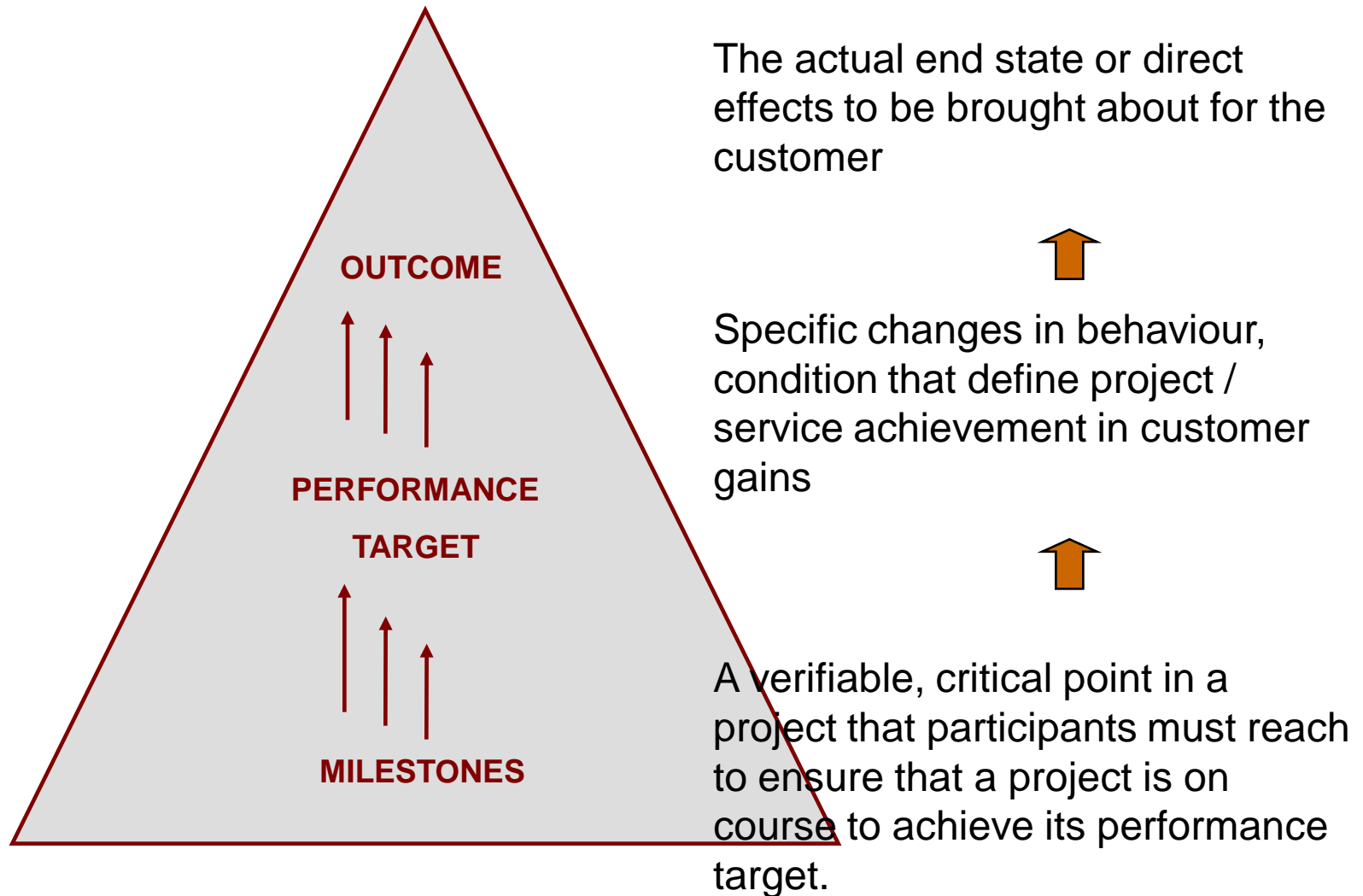


Focus On Results

- A new way to distribute money and manage for results
- New thinking and behaviours are required to energise delivery
- People, not plans or even money, get things done
- Partnership of investor and provider is essential
- Success means being result focused
- Encourages performance management, innovation and learning

INVESTOR QUESTIONS	PROVIDER RESPONSE
What results are we buying?	Customers <i>Who and how many?</i> Performance targets <i>Change area and strength?</i>
What are the chances for success?	Product / service Key people Intermediaries Milestones

Key Terms and Concepts



Milestone Management

What are milestones and how do they help?

**Interim actions or
accomplishments**

**User rather than service
focused**

**A logical sequence
of 'If... then...'**

MILESTONES

- | | | |
|----|--------------------------------|-----|
| 1. | Enrol in project | 100 |
| 2. | Attend 1 st session | 50 |
| 3. | Drug free (1 month) | 40 |
| 4. | Demonstrate new skill | 30 |
| 5. | Complete as planned | 25 |

PERFORMANCE TARGET

Drug free and using skills at 3 months	10
---	----

OUTCOMES

Drug and crime free

EXAMPLE: CUSTOMER FUNNEL

Conversion
Factor

50%

80%

75%

83%

60%

66%



Performance Target: 10 people will complete the programme, have maintained abstinence for 3 months following discharge and changed their behaviour to minimise the risk of relapse



Concept of Outcome Management

- Benefits:
- Enables and encourages innovation and change.
- Impact: Groups with a result focus and freedom to reach it almost always outperform.
- Morale: People who are successful in reaching and helping service users are generally happier.

Monitoring

- Data received monthly.
- Initially monthly meetings
- Move to monthly exception reporting and quarterly meetings
- Milestones recorded as events on ICIS or Care First, transferred to an access data base and then to excel.
- Data monitoring/Performance Management
 - Commissioner
 - Supervisor
 - Staff



Summary of Benefits

- Different approach to data
- Meaningful to front line staff
- Benefits to managers
- Commissioners can interrogate data
- Commissioners, and providers know more about what is going on.
- Commissioners, services, and staff become **Result** focused.



Reflections

- Takes time: Need long term commitment, vision and perseverance
- May think its not working - but may be the intervention that has no pathway – be clear what you are using it for.
- Not an off the shelf solution to monitoring



Learning

- Look at time limited services or interventions
- Ideally a new or redesigned service
- Need managers that are committed to the implementation
- Pilot with two service areas
- Early engagement of all staff (one off event)
- Staff teams to assist in writing the milestones



Learning

- Protect the innovation: Managers and funding
- Gradual / Phased implementation helps but remember the tipping point.
- ICT support
- Committed leadership
- Good Practice in Change Management



Joanne Higham

Alcohol Joint Commissioning Officer
NHS Bolton

joanne.higham@bolton.gov.uk

01204 337252

07833237906

Thank you – Any questions?