

ipc

market
analysis
centre

working for well run evidence-based public care

Developing Local Care Markets for Quality and Choice

Market Facilitation

OXFORD
BROOKES
UNIVERSITY

<http://ipc.brookes.ac.uk>



About the Institute of Public Care (IPC)

- We work for well run evidence based public care
- We are part of Oxford Brookes University
- We work with national and local government, the NHS and private, community and voluntary sectors
- We work across the United Kingdom
- We were formed in 1987, and have a team of 40 staff and Fellows, based in Oxford and Bath

The DCMQC Programme

- Working with ADASS and DH to develop national papers and tools, and regional support.
- Working with LAs to ensure that, as a minimum, each authority has developed and shared a Market Position Statement.
- Working with LAs to develop their market facilitation processes.
- Supporting contracting and commissioning staff in taking on new roles and responsibilities.

What is market facilitation?

‘Based on a good understanding of need and demand, market facilitation is the process by which commissioners ensure there is sufficient appropriate provision available at the right price to meet needs and deliver effective outcomes both now and in the future’.

Institute of Public Care

A duty towards care markets

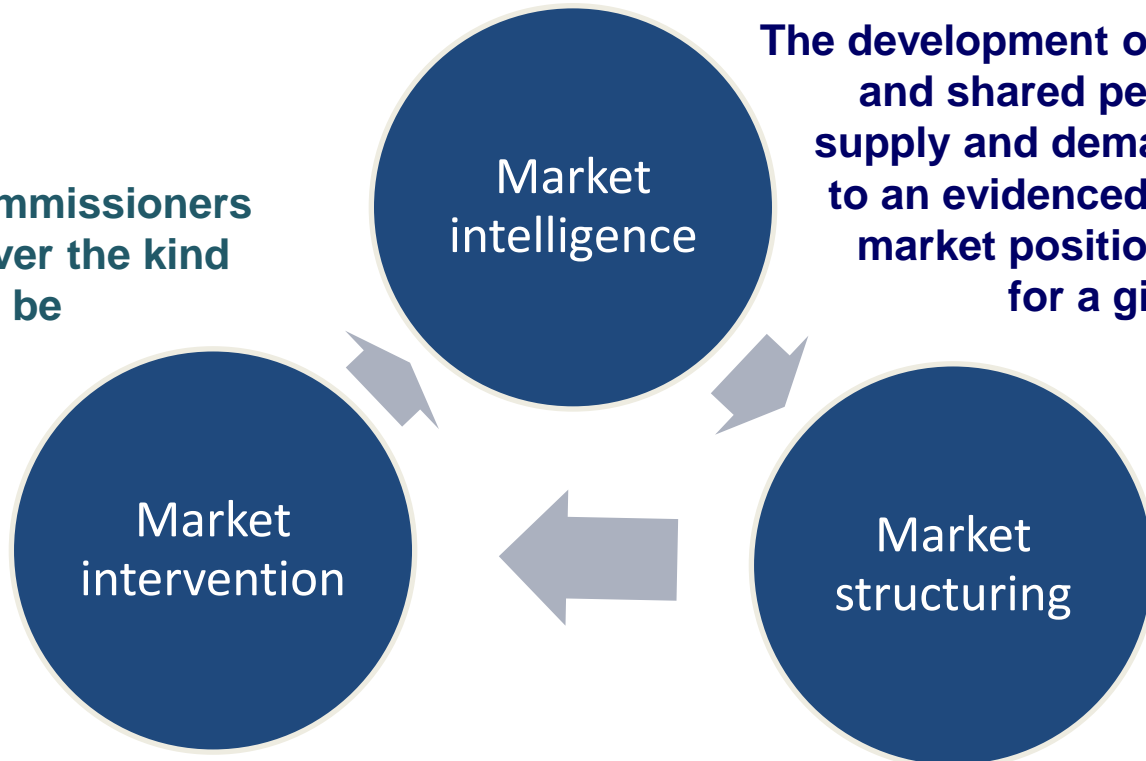
“A local authority must promote the efficient and effective operation in its area of a market in services for meeting care and support needs with a view to ensuring that any person wishing to access services in the market:

- 1. has a variety of providers to choose from;***
- 2. has a variety of high quality services to choose from;***
- 3. has sufficient information to make an informed decision about how to meet the needs in question.”***

Draft Care and Support Bill

Model of Market Facilitation

The interventions commissioners make in order to deliver the kind of market believed to be necessary for any given community.



The development of a common and shared perspective of supply and demand, leading to an evidenced, published, market position statement for a given market.

The activities designed to give the market shape and structure, where commissioner behaviour is visible and the outcomes they are trying to achieve agreed, or at least accepted.

Market Intelligence: The MPS

Ensuring that local authorities are well informed about the market by:

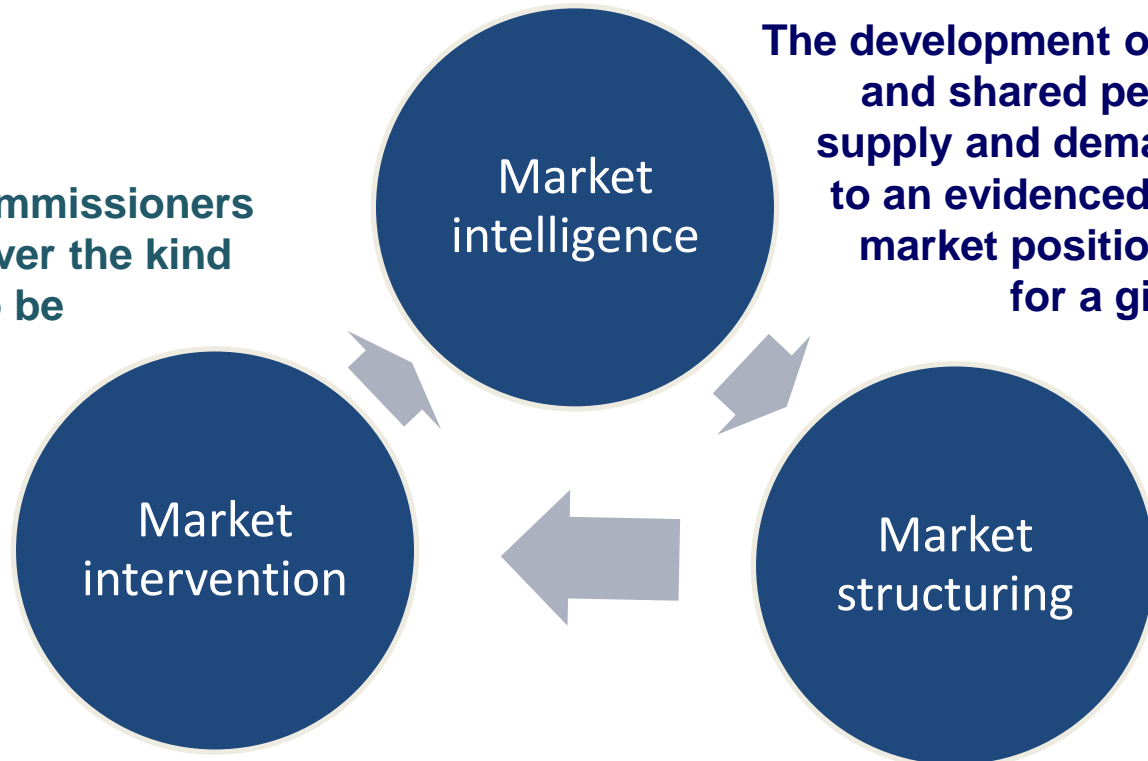
- Understanding demand and supply of services, and the factors which influence them
- Understanding how health, housing, transport and leisure impact on the market
- Being clear on the level of resourcing and what shape that might take
- Understanding what services improve outcomes
- Developing an MPS outlining all of the above.

The two main purposes of an MPS

- It should be a statement of how the LA views the local care market, how well it works and functions what future demand might look like and why, what kinds of services the LA would be keen to fund and why.
- It should be a statement that if I was a provider I could look at this and gain a good view of what the local market looks like, whether this would be a good place for me to do business and what help and support might I expect from the LA.

Model of Market Facilitation

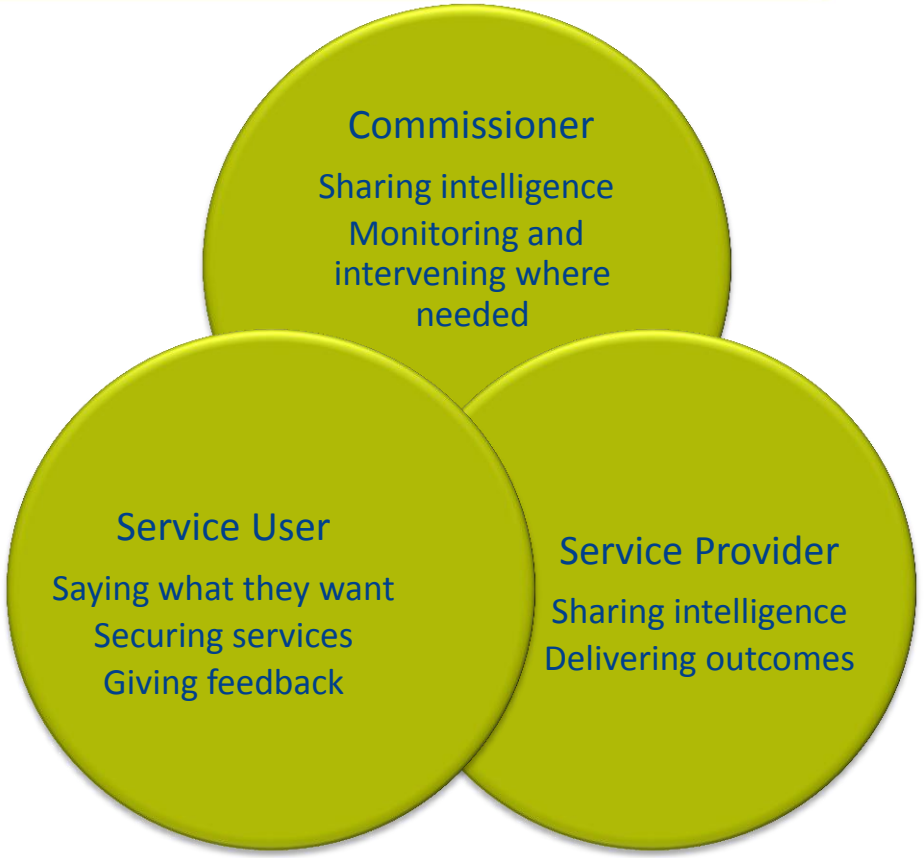
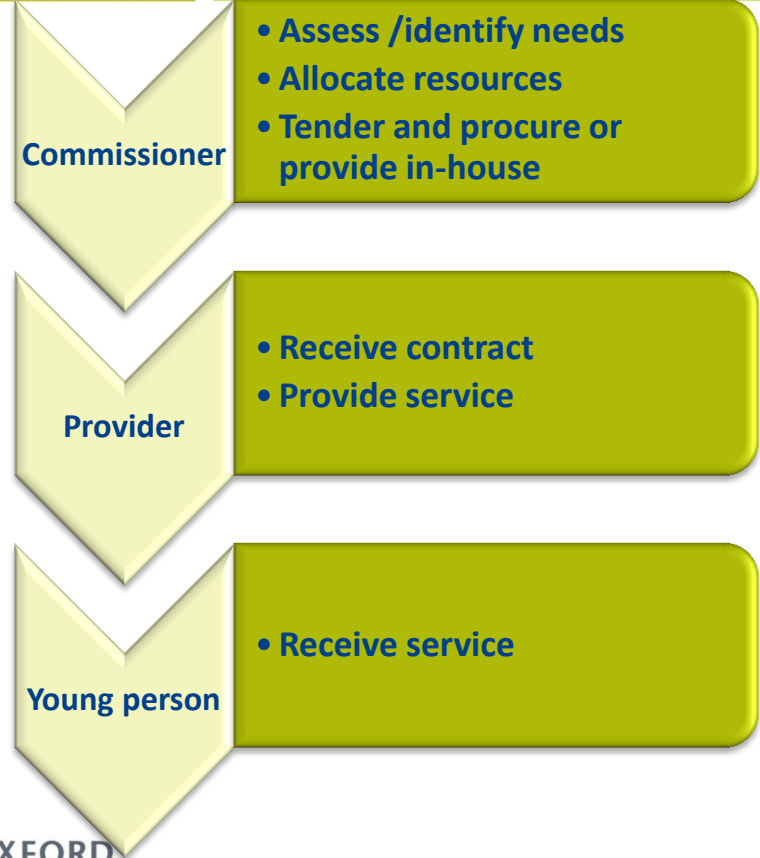
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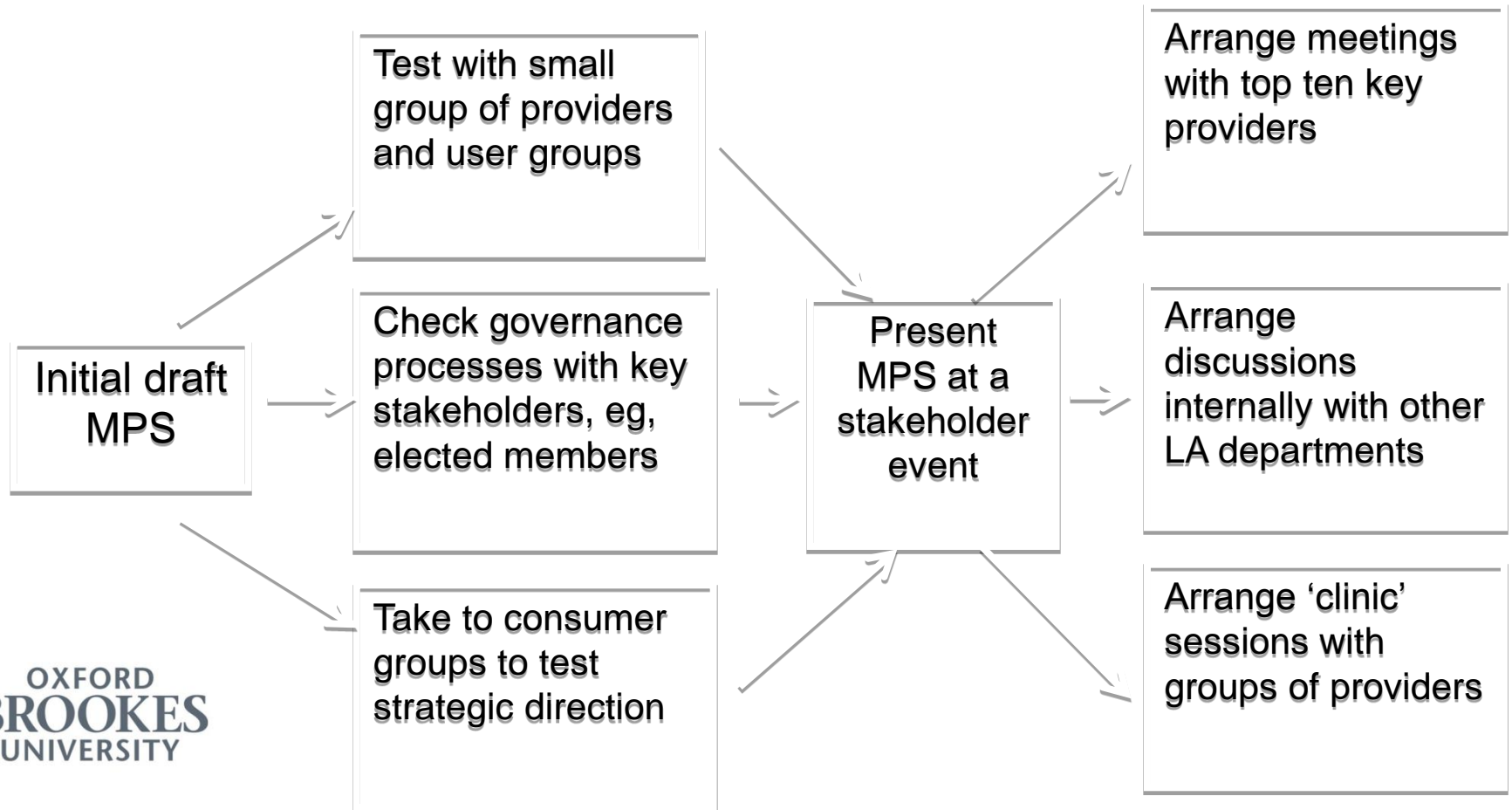
Market Structuring : Changing roles



What promotes effective relationships?

- **Early engagement with suppliers/providers – in developing commissioning strategies and market testing.**
- **Flexibility about appropriate means of meeting agreed outcomes.**
- **Open channels of communication.**
- **Clarity about expectations.**
- **Transparency of decision making.**
- **Fair and proportionate specifications and contracts.**

An Example of Market Engagement



Readiness and resistance

“There is nothing more difficult to arrange, more doubtful of success, and more dangerous to carry through than initiating changes....The innovator makes enemies of all those who prospered under the old order, and only lukewarm support is forthcoming from those who would prosper under the new. Their support is lukewarm partly from fear of their adversaries...and partly because men are generally incredulous, never really trusting new things unless they have tested them by experience.”

Niccolo Machiavelli (1514) ‘The Prince’

Bringing about Change....

CURRENT SITUATION

DESIRED STATE

Driving forces



Keeping people out
of secure settings

Restraining forces (Providers)



Poor transition
planning

Difficult to engage
some families /
care managers /
commissioners

Lack of flexible
funding

Supported
housing for
people with
complex needs
and/or
challenging
behaviour.

Innovative
alternatives to
crisis support.

Bringing about Change....

CURRENT SITUATION

DESIRED STATE

Driving forces



Keeping people out
of secure settings

Restraining forces (Commissioners)

Difficult to engage
some providers &
key stakeholders
e.g. health, housing

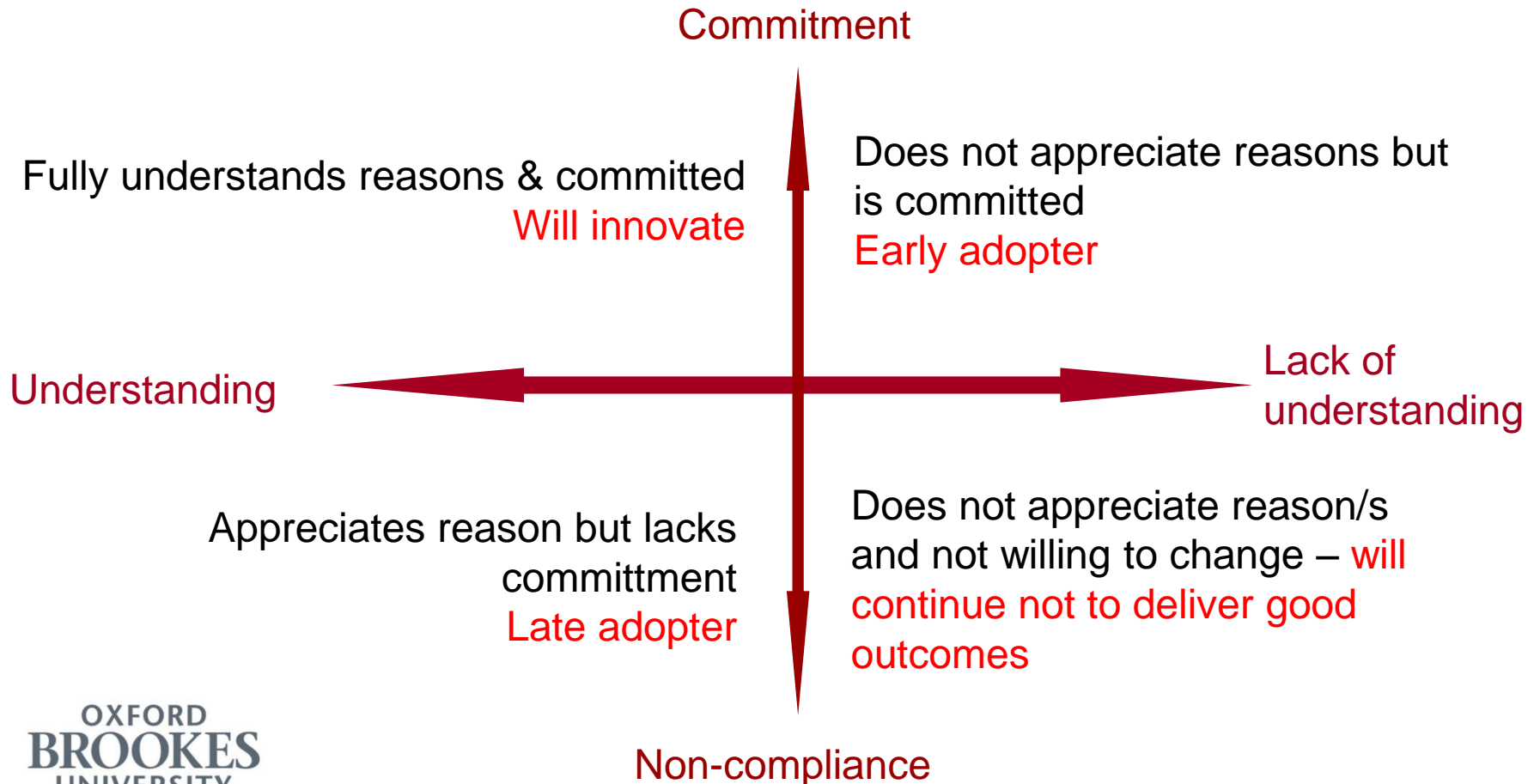
Lack of evidence

Lack of ability to
provide flexible
funding

Supported
housing for
people with
complex needs
and/or
challenging
behaviour.

Innovative
alternatives to
crisis support.

Current Situation : readiness and resistance



Market Intervention : Overcoming Restraining Forces

Restraining Forces	Market Intervention Activities
<p>Lack of (flexible) funding</p>	<ul style="list-style-type: none"> •Pooled budgets & joint commissioning •Move to discussions about outcome based contracts rather than ‘this is the fee we are willing to pay’. •Invest in building the resilience of carers e.g. empower parents to use person centred planning (PCP) tools •Fund a business development post aimed at developing social & micro enterprises •Working in partnership with the voluntary sector to increase the understanding & reasonable adjustments made by universal services •Develop really good brokerage services that fully understand the local community & facilitate opportunities

What can you do?

Commissioners	Providers	Customers (inc Carers)
Take a whole market approach to market facilitation	Understand your local market and proactively engage with all stakeholders	Participate in local opportunities to engage
Take time to listen to & understand the provider perspective	Share information about what your customers want & what works	Share stories & ideas for doing things differently
Be clear about what good looks like based on research & best practice	Measure outcomes	Be active partners in defining quality & specifying outcomes
Incentivise innovation & support market diversity	Challenge the resistance to improve the delivery of flexible, personalised services	Share the risk & responsibility for using public money innovatively

What else are we doing?

Commissioners	Providers
Post-graduate Certificate in Commissioning	Bespoke, accredited courses in Leadership , Understanding the care market etc
Support to understand best practice / research & good service models	Evaluation reports to demonstrate the outcomes services are achieving
Support with implementing person centred outcomes focused approach to assessment & services	Support with business development & service design
Support to write commissioning strategies & MPS	Support to develop strategies to engage better with all stakeholders
Facilitating provider forums	Coaching owner – managers



Contact us

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