

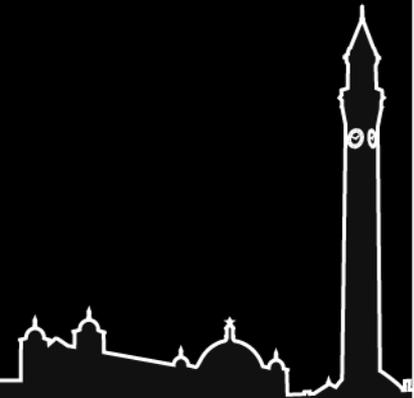
UNIVERSITY OF
BIRMINGHAM

Commissioning for prevention: a study of the supply chain



Robin Miller & Kerry Allen, University of Birmingham

This presentation is based on independent research commissioned and funded by the NIHR School for Social Care Research. The views expressed are those of the authors and not necessarily those of the NIHR School for Social Care Research or the Department of Health, NIHR or NHS.



Study 1: Evidence & Prevention

- Aim was to explore the 'top 3' prevention interventions and the evidence behind these investments
- Reablement was seen as 'top 3' by all and telecare by many but otherwise little consistency
- Variety of evidence sources (although not research) with other factors also influencing decision to invest
- Other than reablement little data on impact – thought to be held by the third sector providers



Study 2: Third sector & Prevention

- Aim was to explore the data held by the third sector providers in relation to the 'top 3' interventions and the wider relationship with the public sector
- Semi-structured interviews with Chief Executive (or lead for the service) and documentary evidence
- Provided a fuller picture of the 'prevention supply chain'

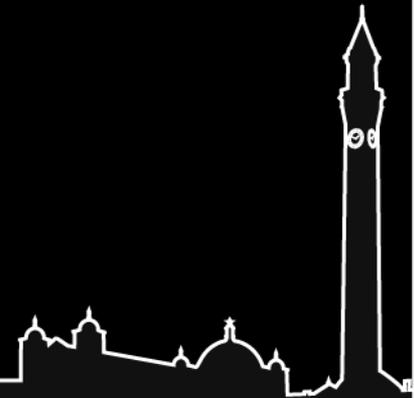


| TSO | Overview | Area of operation* |
|-----|---|--------------------|
| A | Arose out of community development work within deprived communities within a particular locality. Groups merged to form single organisation. | Community |
| B | Residents association within a locality that has grown into a development agency that provides support through a community centre and networking with other TSOs and statutory agencies | Community |
| C | Local branch of a national organisation that works with people with dementia and their carers. | Regional |
| D | Home improvement agency that originally developed within a deprived ward and is now part of a housing association-led group | Regional |
| E | Support service within a housing association that developed out of work with local homeless people | Regional |
| F | Developed initially through an endowment fund it seeks to pilot and facilitate innovative approaches of engaging and working with older people | National |
| G | Local charity that supports and represents older people and is affiliated with a national organisation | Local Authority |
| H | Set up by local authority staff following a tendering exercise for in-house aids and adaptation | Regional |
| I | Local charity that supports and represents older people and is affiliated with a national organisation | Local Authority |

| Preventative service identified in Top 3 by DASS | How was the service initiated? | How is service currently funded? |
|---|--|--|
| Befriending through volunteers | From community development work | Largely local authority with occasional grants |
| Befriending through paid worker | From community development work | Local authority funded. |
| Dementia cafes and support workers | Collaboration between local group and local authority | Local authority funded |
| Disabled facilities grants, handy man service, advice and information on repairs, | Local authority tender opportunity | Local authority with direct charging |
| Floating support and social groups | Local authority tender opportunity | Local authority |
| Older people led exercise and support groups | From consultations with older people | NHS |
| Information & advice, exercise classes, social groups, visiting service | Through consultations with older people | Local authority and insurance business |
| Advice, information & assessment in relation to assistive technology | Originally in-house local authority service and won tender | Local authority |
| Domestic work, shopping & gardening | Local authority approached tso to deliver service | Local authority |

What is a supply chain?

“the task of integrating organisational units along a supply chain and coordinating materials, information, and financial flows in order to fulfill (ultimate) customer demands with the aim of improving competitiveness of the supply chain as a whole” (Stadler 2005).



Key Principles in supply chain

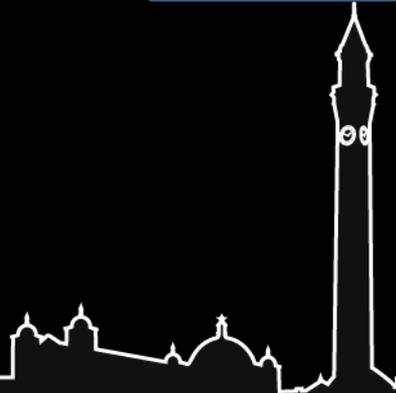
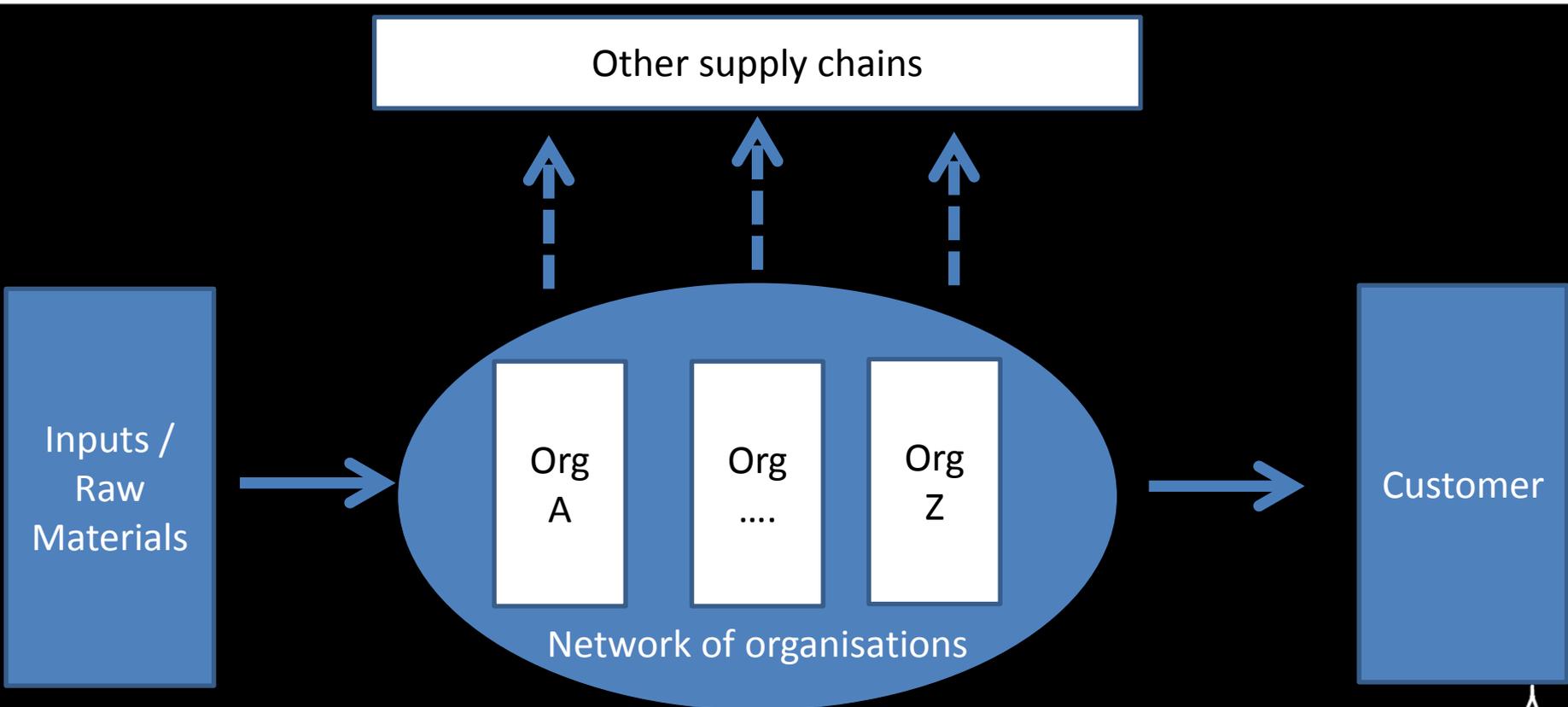
Covers all activities from beginning to end; which in the manufacturing industry is often presented as “from raw materials to distributed products or services”.

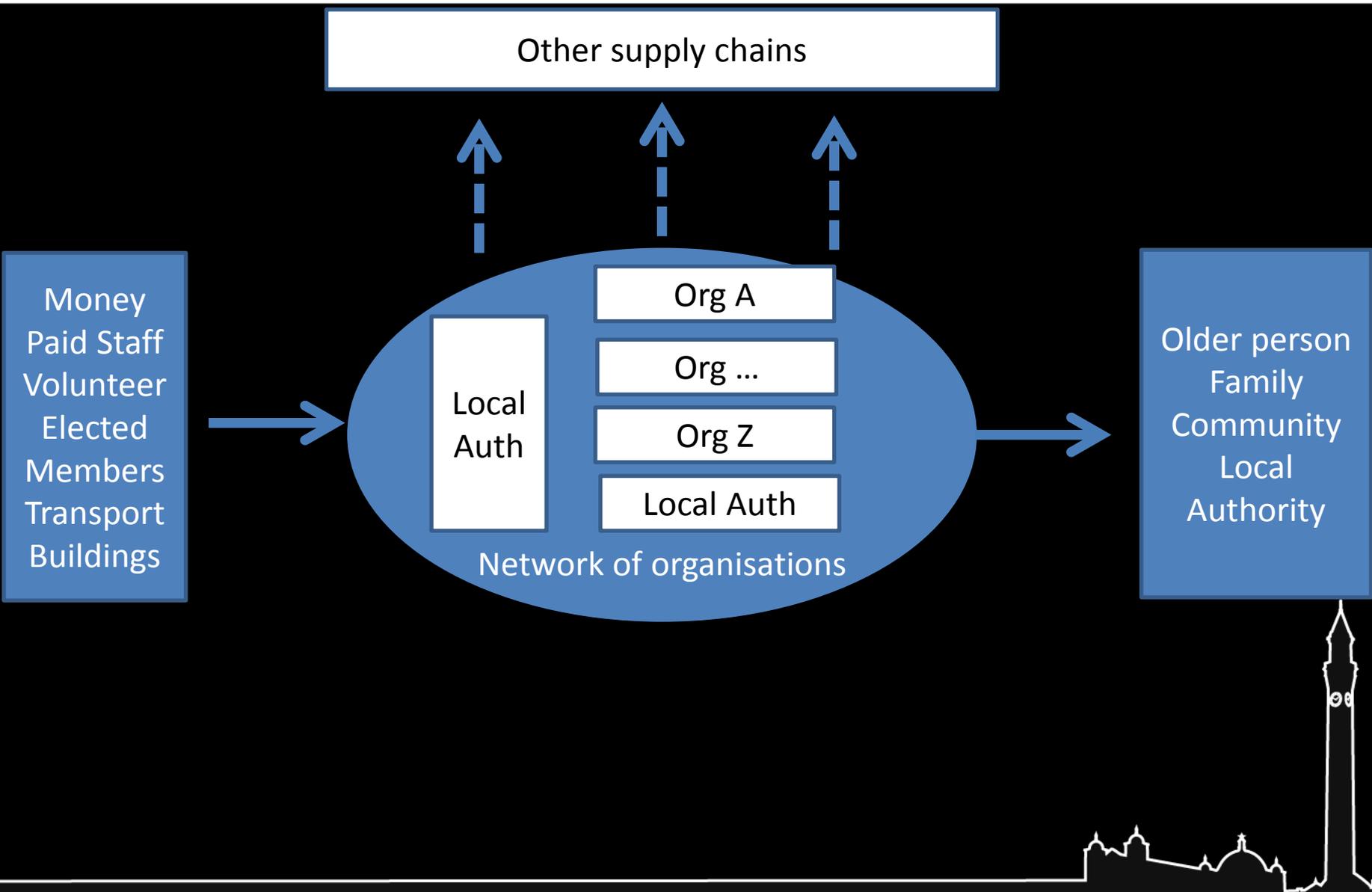
An organisation can be part of more than one supply chain.

Every activity should add value to the product for the end customer. It is emphasised that every supply chain should begin with the customer

The flow of information between organisations in a supply chain is a vital element

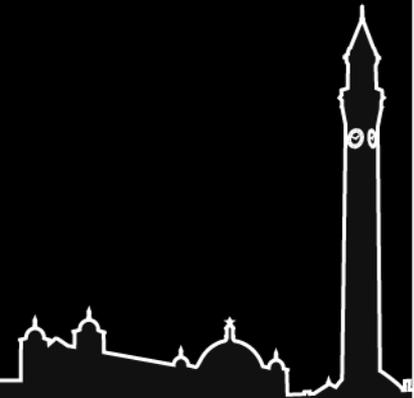


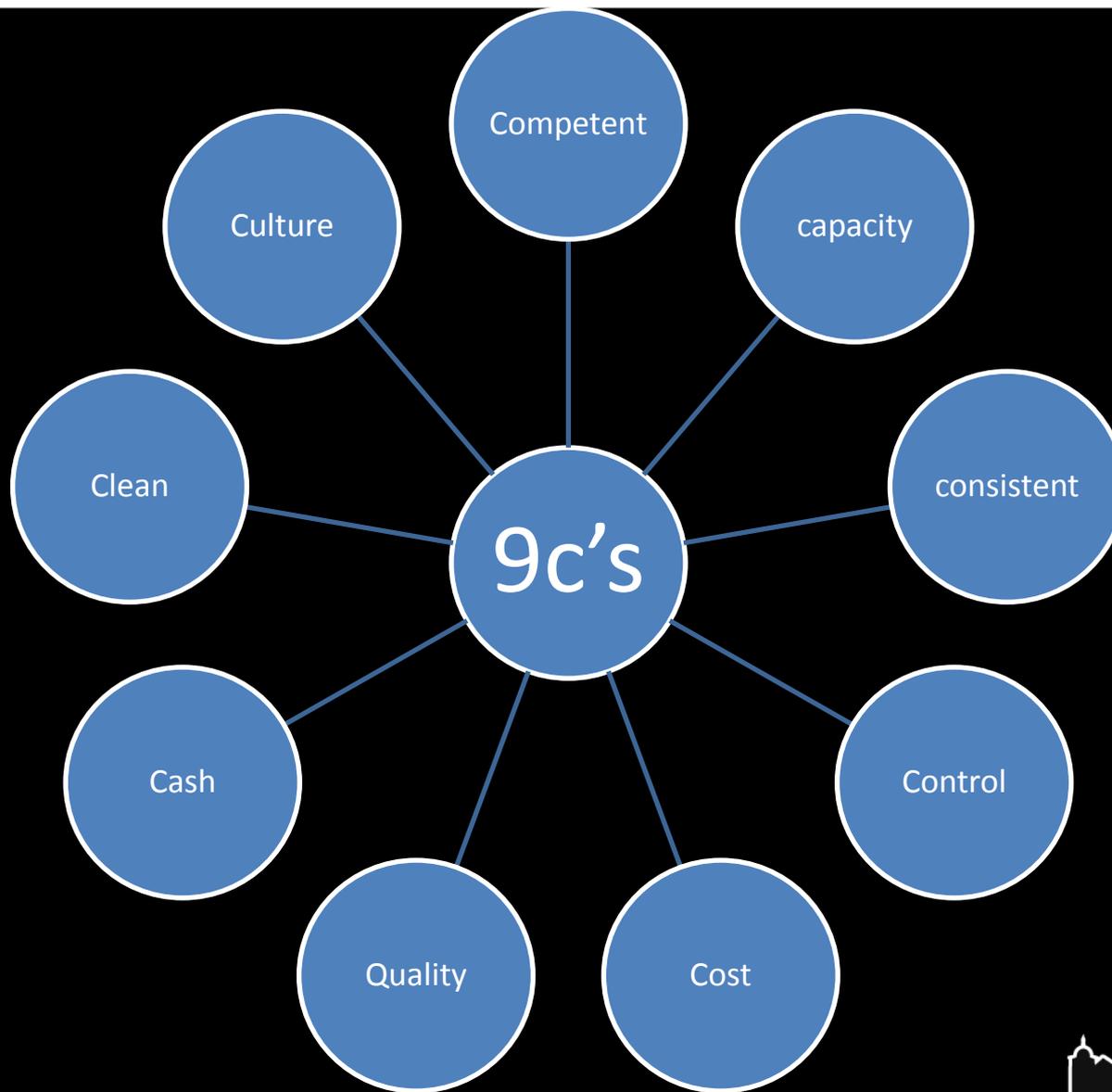




Ray Carter....

- “We can say that effective supplier selection is a fundamental task of the buyer and that a successful total procurement process will stem from the investment of time and effort in to the process of supplier evaluation.”





| ASPECT | FINDINGS |
|------------|--|
| Cash | Larger TSOs had other income sources / were part of group. Smaller ones dependant on local authority |
| Clean | TSO's committed to high standards and obtained feedback from users |
| Culture | TSOs and Local Authorities reported good working relationship and commitment to quality. Difference in priorities? |
| Competent | Local Authorities' view was that they were able to perform to a good standard |
| Capacity | More older people in need of services than TSOs had capacity to respond to (reablement teams growing in response) |
| Consistent | TSOs emphasised person centred responses – consistency in quality but not response |
| Control | Larger TSOs gathered data to respond to contract performance – but many also developed local processes |
| Cost | TSOs had view that they wanted to support older people – so would accept contract price and seek other funding |
| Quality | Quality of 'service experience' monitored – harder to understand was 'maintenance' and 'change' outcomes |

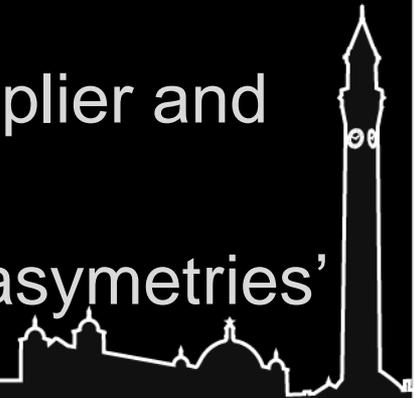
Supplier Behaviour (Klein 1996)

- Opportunistic behaviour is endemic
- Decision to be 'opportunistic' is based on rational consideration of 'costs and benefits'.
- Costs include 'future losses' and 'loss of reputation' (private reinforcement capital)
- Contracts reduce opportunism through specifying requirement & building in private reinforcement capital)



TSO behaviour

- No reports or 'indication' of opportunistic behaviour
- Potential of losing future business and losing relationships were motivators – but 'values' seemed to be the greatest
- Contracts (other than supporting people) not detailed and sanctions were not explicit
- Appeared to be strong 'trust' between supplier and purchaser
- TSOs happy to address any 'information asymmetries'



Prevention Supply Chain

Positives

Little evidence of opportunistic attitudes

Good congruence in values

Openness with information

Added value

Negatives

Difference of emphasis in 'customer priority'

Overall value (outcome) not clear

Limited management of network of suppliers

Purchaser competence



Where next?

- Methods of 'measuring' prevention that can be applied across different services, user groups and localities
- Greater sharing of learning regarding impacts and implementation
- Improvement of the commissioning cycle through e.g. skills development of commissioners, involvement of third sector and older people throughout, level playing field in relation to monitoring



Further reading...

- Miller, R., Allen, K., Mangan, C., & Glasby, J. (2013). Singing from the same hymn sheet? Commissioning of preventative services from the third sector. *Journal of Integrated Care*, 21(5), 288-299.
- SSCR (2013) Prevention services, social care and older people: much discussed but little researched? Research Findings 17. London: National Institute for Health Research School for Social Care Research.
- SSCR (2013) Older people's prevention services: Comparing perspectives of local authorities and the third sector. London: NIHR School for Social Care Research.

