



Vision Summary



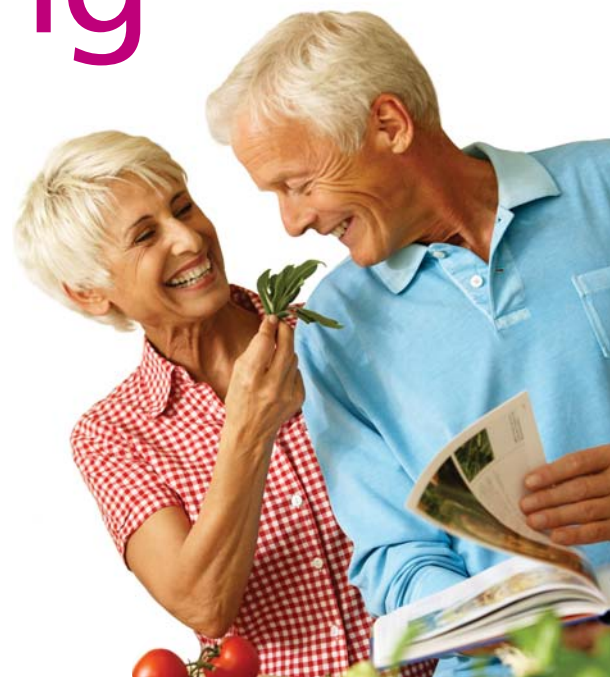
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For Recipient's Use			

Vision for world class commissioning

Summary document



Adding life to years and years to life



*Better health and well-being
for all, better care for all,
and better value for all.*

World class commissioning is a statement of intent, aimed at delivering outstanding performance in the way we commission health and care services.

World class commissioning will have a direct impact on the health and well-being of the population, driving unprecedented improvements in patient outcomes, and ensuring the NHS remains one of the most progressive and high-performing health systems in the world.

Ultimately, world class commissioning will deliver better health and well-being for all, better care for all, and better value for all.



Transforming the way we work

*Commissioners will
take a strategic and
long-term approach
to commissioning.*



The commissioning landscape is changing. People are living longer, their lifestyles and aspirations are changing, and the nature of public health and disease is evolving.

World class commissioning will help us to meet these new challenges by taking a strategic and long-term approach to commissioning services, with a clear focus on delivering improved health outcomes.



A shift from traditional models of commissioning will be required. Local partners, including primary care trusts (PCTs), patients, the public, local authorities, clinicians and providers will need to develop open

and innovative partnerships to deliver the best possible health and care services for the local community. Together, they will make informed choices about local priorities and how best to deliver them.

To become world class, commissioners will take an evidence-based approach to commissioning. They will need advanced knowledge management, analytical, and forecasting skills, as well as an ability to listen to and communicate with the local community.

Equipped with a clear understanding of current and future needs, world class commissioners will use outstanding negotiating, contracting, financial, and performance management skills to shape local services and drive continuous improvement in quality, safety and choice.

Developing a world class health service



The NHS vision is to deliver a health and care system that is fair, personalised, effective, and safe. World class commissioning will be one of the most important vehicles for delivering this vision. It will have a direct impact on population health and will significantly reduce inequalities between the areas with the worst health and the population as a whole.

World class commissioners will need to have a good understanding of what really matters to patients, public and staff. By developing closer links with the local community, and planning and designing services to meet long-term priorities and outcomes, world class commissioning will ensure that services are designed to more closely meet the changing needs of the local population. It will be pivotal in shifting the focus of care from diagnosis and treatment to prevention and well-being.

World class commissioning encourages commissioners to actively shape local services to deliver a wider choice of more personalised, high-quality, health and care solutions. Greater patient choice, coupled with more clinical involvement in the design of services, will drive dramatic improvements in quality and safety, while also ensuring that waiting times are reduced and services are delivered in the most effective way possible.

The focus of care will shift from diagnosis and treatment to prevention and well-being.

Delivering world class – locally

Clinicians have an important role to play in assessing local needs and shaping priorities.



The vision for world class commissioning is a shared vision. It has been developed by the wider health and care community and will be delivered by the NHS at a local level.

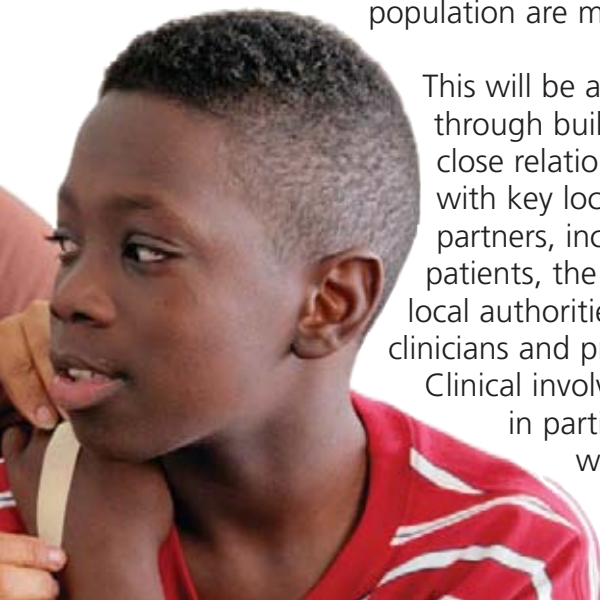
As the main healthcare commissioners, PCTs will lead the work to turn the world class commissioning vision into a reality, and to apply it in a way that ensures the needs and priorities of the local population are met.

This will be achieved through building close relationships with key local partners, including patients, the public, local authorities, clinicians and providers. Clinical involvement, in particular, will be key to success.

Clinicians have an important role to play in assessing local needs and shaping priorities. Their professional experience of delivering care, combined with their understanding of patients' needs, will be crucial to designing high-quality, personalised health and care services.

Practice based commissioning is a vital link in the commissioning process. Practice based commissioners, working closely with PCTs and secondary care clinicians, will lead the work on shaping clinical outcomes. They will also play a key supporting role for PCTs by assessing local needs, helping to decide local priorities, designing care and providing valuable feedback on provider performance.

Embedding world class commissioning will strengthen the bond between commissioners and their partners in the local community and will position PCTs as local leaders of the NHS. It will have a profound impact on the health and well-being of the nation and will deliver a health system that sets the benchmark for health and care services around the world.



Becoming world class commissioners

To become world class, commissioners will need to develop the knowledge, skills, behaviour and characteristics of a world class organisation. They will do this by developing a set of core organisational competencies.

The process of defining and developing these competencies is dynamic. As commissioners move to operate at world class levels, new competencies will emerge and details of the expectations within existing competencies will sharpen as knowledge grows and experience develops.

World class commissioners will have a number of important roles to play: they will be local NHS leaders, community partners, knowledge experts, strategic planners, market innovators and process managers.

However, world class commissioning is not an end in itself. In order to be successful, commissioners will need to demonstrate better health and well-being for all, better care for all and better value for all; adding life to years and years to life.



Local NHS leaders

1. World class commissioners are recognised as the local leader of the NHS.

World class commissioners will actively steer the local health agenda and will build their reputation within the community so that they are recognised as the leader of the local NHS. They will seek and stimulate discussion on health and care matters and will be respected by community and business partners as the primary source of credible and timely advice on all matters relating to health and care services.





Community partners



2. World class commissioners work collaboratively with community partners to commission services that optimise health gains and reductions in health inequalities.

World class commissioners will take into account the wider determinants of health when considering how to improve the health and well-being of their local community.

To do this effectively, they will work closely with key partners including local government, healthcare providers and third sector organisations. Together, commissioners and their partners will develop a shared vision and will encourage innovation and continuous improvement in service design.

3. World class commissioners proactively seek and build continuous and meaningful engagement with the public and patients, to shape services and improve health.

Commissioners act on behalf of the public and patients. In order to make commissioning decisions that reflect the needs, priorities and aspirations of the local population, world class commissioners will engage with the public, and actively seek the views of patients, carers and the wider community.

4. World class commissioners lead continuous and meaningful engagement with clinicians to inform strategy, and drive quality, service design, and resource utilisation.

Clinicians are best placed to advise and lead on issues relating to clinical quality and effectiveness. They are the local care experts, who understand clinical needs and have close contact with the local population. By encouraging clinical involvement in strategic planning and service design, world class commissioners will ensure that the services commissioned reflect the needs of the population and are delivered in the most personalised, practical and effective way possible.

Knowledge experts

5. World class commissioners manage knowledge and undertake robust and regular needs assessments that establish a full understanding of current and future local health needs and requirements.

Commissioning decisions should be based on sound evidence. By identifying current needs and recognising future trends, world class commissioners will ensure that the services commissioned respond to the needs of the whole population, not only now, but also in the future.

In particular, world class commissioning will ensure that the greatest priority is placed on those whose needs are greatest. To prioritise effectively, commissioners will require a high level of knowledge management and associated actuarial and analytical skills.





Strategic planners



6. World class commissioners prioritise investment according to local needs, service requirements, and the values of the NHS.

By having a thorough understanding of the needs of different sections of the local population, world class commissioners, along with their partners will develop a set of clear, outcome focused, strategic priorities and investment plans. This will require taking a long-term view of population health and changing requirements.

Strategic priorities should include investment plans to address areas of greatest health inequality.



Market innovators



7. World class commissioners effectively stimulate the market to meet demand and secure required clinical, and health and well-being outcomes.

Commissioners will need a choice of responsive providers in place to meet the health and care needs of the local population.

Employing their knowledge of future priorities, needs and community aspirations, commissioners will use their investment choices to influence service design, increase choice, and drive continuous improvement and innovation.

World class commissioners will have clear strategies for dealing with situations where there is a lack of provider choice, in particular in areas where there is relatively poor health and limited access to services.

8. World class commissioners promote and specify continuous improvements in quality and outcomes through clinical and provider innovation and configuration.

World class commissioners will drive continuous improvement in the NHS. Their quest for knowledge, innovation, and best practice will result in better quality local services and significantly improved health outcomes.

By working with partners to clearly specify required quality and outcomes, and influencing provision accordingly, world class commissioners will facilitate continuous improvement in service design to better meet the needs of the local population. This will be supported by transparent and fair commissioning and decommissioning processes.

Process managers



9. World class commissioners secure procurement skills that ensure robust and viable contracts.

Procurement and contracting processes will ensure that agreements with providers are set out clearly and accurately. By putting in place excellent processes, commissioners can facilitate good working relationships with their providers, offering protection to service users and ensuring value for money.

10. World class commissioners effectively manage systems and work in partnership with providers to ensure contract compliance and continuous improvements in quality and outcomes.

Commissioners will need to manage their relationships and contracts with providers in order to ensure that they deliver the highest

possible quality of service and value for money. This will involve working closely with providers to sustain and improve provision, engaging in constructive performance discussions to ensure continuous improvement. Commissioners will need to ensure that their providers understand and promote the values of the NHS.

11. World class commissioners make sound financial investments to ensure sustainable development and value for money.

World class commissioners ensure that their commissioning decisions are sustainable and that they are able to secure improved health outcomes, both now and in the future. Excellent financial skills and resource management will enable commissioners to manage the financial risks involved in commissioning and take a proactive rather than reactive approach to financial management. The financial strategy will ensure that the commissioning strategy is affordable and set within the organisation's overall risk and assurance framework.

The journey to world class



PCTs must lead us on our journey to world class

The NHS has made remarkable progress over the last 10 years, and we have a lot to be proud of.

With additional capacity in the service and with the NHS back in financial balance, we are now in a stronger position than ever to dramatically improve the health and well-being of the population. World class commissioning will be one of the most important vehicles for delivering this improvement. Indeed, it holds the key to a world class NHS.

PCTs must lead us on our journey to world class. Together with their partners, they will radically change the commissioning landscape and deliver a health system that outperforms any in the world.

Most importantly, they will deliver long term improvements in the health and well-being of their local communities; adding life to years and years to life.



Further information

For further information about the world class commissioning programme and a copy of the full vision and competencies documents, please visit the Department of Health website at:

www.dh.gov.uk/worldclasscommissioning/

Alternatively you can contact
worldclasscommissioning@dh.gsi.gov.uk

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