

## MODULE SPECIFICATION

### KEY FACTS

Module name	Commissioning for Health and Social Care
Module code	APM045
School	School of Health Sciences
Department or equivalent	Division of Health Services Research and Management
UK credits	15
ECTS	7.5
Level	7

### MODULE SUMMARY

#### Module outline and aims

Countries around the world are constantly looking for ways to improve the performance of their health systems. Many see *purchasing mechanisms* as playing a key role in ensuring that health services deliver better quality care to their populations, and in improving population health.

One such mechanism, *commissioning* (also known as *strategic purchasing*), aims to ensure that the services provided effectively - and cost-effectively - meet population health needs. It is “the set of linked activities required to assess the health care needs of a population, specify the services required to meet those needs within a strategic framework, secure those services, monitor and evaluate the outcomes” (Woodin, 2006). Commissioning is a complex and challenging process, requiring commissioners to adopt a proactive, strategic role in planning, designing and implementing the range of services required. The commissioner has to decide *which* services should be purchased, *who* should provide them and *how* they should be paid for.

Within the English NHS, commissioning policy has undergone rapid and extensive change. Policy drivers include the establishment of Clinical Commissioning Groups (CCGs) working with local Health and Well Being Boards, and a significant increase in the number of health and social care services being commissioned on the open health care market. Commissioning has therefore been identified as an area where up-to-date, high quality and practical education is required to support these initiatives.

This module therefore provides you with the knowledge and skills required to understand the key political and strategic issues involved, and to undertake high quality, evidence-based commissioning for health and social care. It provide both a theoretical grounding and practical knowledge of core commissioning concepts, theories and techniques, enabling you to:

- Develop an understanding of commissioning and the broader commissioning process and policy context.

- Analyse and respond to the needs of a community and understand and strategically inform pathways of health and social care.
- Specify, procure and evaluate health and social care services that will deliver and improve agreed health and social outcomes.
- Develop a range of skills that will support effective commissioning.
- Prepare and equip health and social care managers, practitioners and commissioners for commissioning roles in rapidly changing organisations.

#### Content outline

- Introduction to and comparison of international commissioning and purchasing policy, models and structures.
- The development of commissioning policy and practice.
- Overview of policymaking and the management of change.
- Business, leadership, collaboration and negotiation skills.
- Introduction to the roles and functions in commissioning organisations.
- How to connect the public health agenda and local health needs assessment with intelligent and strategic commissioning for health and social care
- Understanding clinical data, and managing and manipulating data.
- Referrals, costs and outcomes.
- Accountability, regulation and risk management.
- Planning services and earning contracts.

#### **WHAT WILL I BE EXPECTED TO ACHIEVE?**

**On successful completion of this module, you will be expected to be able to:**

##### Knowledge and understanding:

- Demonstrate knowledge of international health purchasing policy, models and structures, and of current commissioning policy and practice.
- Demonstrate a systematic and critical understanding of the origins and development of health and social care commissioning policy by locating it in its appropriate (international/UK) context.
- Display a critical understanding of the principles of population and health needs assessment and how to apply public health data to commissioning decisions.
- Describe and evaluate alternative models of organisation and partnerships for effective and evidence-based health care delivery.
- Demonstrate a clear understanding of the leadership, negotiation and business

skills required to effectively commission services.

Skills:

- Develop in-depth and evidence-based commissioning skills and knowledge to support effective health and social care commissioning.
- Critically assess the uses and limitations of clinical and financial data in the commissioning process.
- Critically apply key concepts of change management in relation to individual and organisational roles in commissioning.
- Differentiate and critically assess models of organisation and partnerships for health care delivery, and the integration of health and social care.

Values and attitudes:

- Show commissioning awareness in business situations.
- Show respect and tolerance for other participants.
- Correctly reference the work of others and adhere to University regulations regarding plagiarism and academic misconduct.
- Show consideration for the rules and regulations of the University.

**HOW WILL I LEARN?**

Teaching and learning will take place via a mix of lectures, group activities and discussions which allow you to examine the issues in more detail, providing both teacher and peer led input, promoting discussion and developing communication and group working skills, working in syndicate groups on real-world case studies.

Teaching sessions will take place over four days (typically 10am to 5pm), and are supplemented by self-directed study which allows you both to gain a deeper understanding of the subject generally, and to pursue topics which are of particular interest to you in greater detail.

Teaching and learning are facilitated by Moodle, the University's online Virtual Learning Environment.

*Teaching pattern:*

Teaching component	Teaching type	Contact hours (scheduled)	Self-directed study hours (independent)	Placement hours	Total student learning hours
Small group work using simulated data	Seminar	8	48	0	56
Lecture	Lecture	20	74	0	94
<b>Totals:</b>		28	122	0	150

### WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

#### Assessments

You will be assessed through a written commissioning case study of 4,000 words (100% of the module mark). Opportunities for formative feedback will be available through the module lecturers.

#### *Assessment pattern:*

Assessment component	Assessment type	Weighting	Minimum qualifying mark	Pass/Fail?
Written assignment	Written assignment, including essay	100	50	N/A

Assessment Criteria are provided for each module and are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured.

Grade- Related Criteria are also provided for each module and the programme and are descriptions of the level of skills, knowledge or attributes that you need to demonstrate in order achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks.

Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task. Module leaders will inform you at the beginning of each module where these be provided.

#### Feedback on assessment

Feedback is usually provided in verbal or written format for each module. All written feedback is posted onto Moodle to enable you to access this easily.

Feedback will be provided in line with current university assessment and feedback policies. In particular, you will normally be provided feedback within four weeks of the submission deadline or assessment date in line with the university guidelines for end of module examinations or an equivalent significant task. Feedback would normally include a provisional mark that requires ratification at the assessment board by the external examiners. If you have failed a component the assessment board will normally confirm the requirement for resubmission and set a date for this.

### Assessment Regulations

The Pass mark for each module is 50%. This also applies separately to the components of a module each of which is subject to a 50% pass mark.

If you fail an assessment component or a module, the following will apply:

Resit: you will normally be offered one resit attempt. However, if you did not participate in the first assessment and have no extenuating circumstances, you may not be offered a resit.

If you are successful in the resit, you shall be awarded the credit for that module. The mark used for the purpose of calculation towards your Award shall be calculated from the original marks for the component(s) that you passed at first attempt and the minimum pass mark for the component(s) for which you took a resit.

### **INDICATIVE READING LIST**

The Barker Report: Independent Commission on the Future of Health and Social Care In England. (2014). Available from the Kings Fund website:

[http://www.kingsfund.org.uk/sites/files/kf/field/publication\\_file/commission-interim-new-settlement-health-social-care-apr2014.pdf](http://www.kingsfund.org.uk/sites/files/kf/field/publication_file/commission-interim-new-settlement-health-social-care-apr2014.pdf)

Department of Health (2005). *Commissioning a Patient-Led NHS*. London

Figueras, J. et al. (2005) *Purchasing to improve health systems performance*. Open University Press.

Fone M, Young P.(2005) *Managing Risks in Public Organisations*. Macmillan, London.

Glasby, J. (ed.) (2012) *Commissioning for health and well-being: An Introduction*. Bristol: Policy Press.

Greener, I. & Mannion, R. (2009) 'A realistic evaluation of practice-based

commissioning', *Policy & Politics* 37: 57-73.

Humphries, R & Wenzel, L (June 2015). Options for Integrated Commissioning: beyond Barker

Timmins, N (2012). Never Again? The Story of the Health and Social Care Act 2012.

Woodin J.(2006) 'Healthcare commissioning and contracting', in K. Walshe and J. Smith (eds.) *Healthcare Management*. Maidenhead: Open University Press.

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For use from: 2017-18

**Appendix:** see

[http://www.hesa.ac.uk/component/option,com\\_studrec/task,show\\_file/itemid,233/mnl,12051/href,JACS3.html/](http://www.hesa.ac.uk/component/option,com_studrec/task,show_file/itemid,233/mnl,12051/href,JACS3.html/) for the full list of JACS codes and descriptions

<b>CODES</b>		
<b>HESA Code</b>	<b>Description</b>	<b>Price Group</b>
06	Health and Community Studies	C
<b>JACS Code</b>	<b>Description</b>	<b>Percentage (%)</b>
N100	The study of organisations and the environment in which they operate.	100