

Practice:	Outcome-Based Commissioning of Long-Term Care
Organisation / Country:	Swindon Borough Council, UK
Website:	https://www.swindon.gov.uk/
Contact:	Sue Wald, Corporate Director of Adult, Health & Housing, Swindon Borough Council, UK swald@swindon.gov.uk
Summary:	<p>Swindon's Adult Social Services have the duty to ensure sufficiency of care as well as a market management obligation for adults in need of care and support. Long-term care is provided mainly by private providers.</p> <p>Swindon Borough Council buys approximately 10,400 hours of home care each week for approximately 700 older people. An additional 450 older people are supported by social services in residential and nursing homes.</p> <p>When procuring services from providers, Swindon Borough Council defers to the methodology of Outcome-based Commissioning, developed by Mark Friedman (Friedman, M., 2009).</p> <p>Swindon decided to apply the 'Outcome-based Commissioning' method on the contract with 'First City', a local lead provider for long-term care, working in collaboration with 15 partners who jointly support over 1,100 people living in the Borough.</p> <p>This allows Swindon to adapt services to the evolving needs of the users of social services.</p> <p>The specifications of the contract were developed in engagement with providers:</p> <ul style="list-style-type: none"> • the involvement of local communities as well as the voluntary sector to support carers and those receiving care, • the use and development of technology-based care, • ongoing conversation with people receiving services about how the voluntary sector and the wider community can support them.
Resources:	Swindon Borough Council staff had been trained in the Outcome Based Accountability work by Mark Friedman through workshops. The costs for these was minimal. We used our existing commissioners and procurement staff to run the tender.
Objectives:	<p>The purpose of using this methodology was to:</p> <ul style="list-style-type: none"> • establish a clear link between population outcomes for Swindon as a whole and performance measures for services delivered locally, • use a simple framework where providers set performance measures within the framework set by social services, • create a link between three elements of costumer outcomes: 1. Effort (how much is done), 2. Quality (how well is it done), and 3. Outcomes (whether anybody is better off).

	<ul style="list-style-type: none"> • Ensure a sufficient supply of home care for Swindon
<u>Outcomes:</u>	<p>Achievements of outcome-based commissioning in long-term care in Swindon so far have been:</p> <ul style="list-style-type: none"> • delays in hospital admissions reduced and 50% of hospital beds were empty in April and May 2020, • admission to nursing homes reduced by 10%, • packages of home care (measured in the hours of care delivered per week) following hospital discharge were reduced, particularly when home care was also supported by physiotherapy staff to enable individual patients to regain their skills and maintain their independence. <p>Note: With this method, positive outcomes can best be achieved if the public buyer and the provider enter a long-lasting partnership that allows for long-term planning on both sides as well as feedback loops and investment in quality, resulting in quality improvement over time. In Swindon, such long-lasting partnerships with lead providers are fostered by using multiannual contracts of 7 to 10 years. For instance, the contract with First City is for 10 years.</p>
<u>Evaluation of practice:</u>	<p>Swindon has participated in qualitative research and the model is cited in the Institute of Public Care study https://ipc.brookes.ac.uk/publications/pdf/New_Developments_in_Adult_Social_Care.pdf</p>