Appendix 2: Joint Commissioning Continuum

Organisations responsible for commissioning services are One Barriers: financial merged with one CEO. As of yet no evidence that this has Commissioning sovereignty. Organisation improved outcomes in the few localities where it has been politics, culture, adopted. Involve major organisational change. control, trust Dedicated commissioning unit commissions all services, **Joint** including schools and hospitals. Resources are pooled, with Commissioning single management of the commissioning team, clear Unit including all commissioner/provider split and shared risk. areas Commissioners work within a co-located commissioning **Joint** unit either as single or joint appointments, with Commissioning responsibility for all commissioning of services for defined Unit for targeted or targeted areas; resources pooled for these areas services May support more innovative approaches to service Virtual Joint provision. Risk to resources is shared through a voluntary Commissioning arrangement governed by a service level agreement or Unit with pooled formally through pooling of budgets. budgets Commissioners align resources retaining Virtual Joint responsibility/ownership of risk. Can lead to Commissioning more effective /efficient services with focus Unit with aligned on shared outcomes, but may not support budgets innovation/productivity. Focus on services with established collaboration Virtual Joint Commissioners meet to align plans/strategies, but not Commissioning resources. Can lead to more effective service via improved Group coordination & alignment of goals. May not lead to efficiency gains required to drive up quality within existing or reducing resources Commissioners Dependent on willingness of individual partners to engage with the meeting to align process; without a shared understanding of the role and function of plans commissioning in driving up standards and ensuring efficiency it is unlikely that significant gains/improvements will be achieved. Silo commissioning and information Even for specialist services, silo commissioning with/without information exchange exchange is unlikely to deliver the levels of effectiveness and efficiency required. Can lead to significant poor integration of frontline service delivery, service gaps and/or duplication and fragmentation and confusing systems Silo Commissioning Level of Integration: structures, finances, plans & strategies, people, data & information 1