The logo for the National Disability Authority (NDAA) features the letters 'n', 'D', and 'A' in a stylized font. The 'n' and 'A' are magenta, while the 'D' is black. The letters are set against a white background with rounded corners, which is itself framed by a thick magenta border.

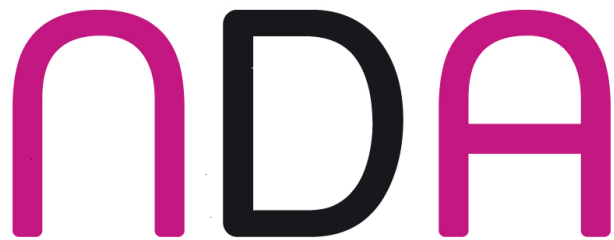
n D A

Údarás Náisiúnta Míchumais
National Disability Authority

Costs, commissioning, services - an Irish perspective

Eithne Fitzgerald

Head of Policy and Public Affairs
National Disability Authority



Údarás Náisiúnta Míchumais
National Disability Authority

National Disability Authority

- The independent state body providing expert advice on disability policy and practice to the Minister

Outline

- Economic and policy context
- New policy directions
- Commissioning
- Resource allocation study

Where we want to be

- People with disabilities are supported to live full lives, of their choosing, in the mainstream community
- Quality supports and services enable that to happen
- Our communities are welcoming and supportive places

Economic and policy context

- We are borrowing 9% of our national output
- 25% of govt. spending is funded by borrowing
- At least three more tough budgets
- High-cost model in international terms
- Demographic change in disability
- 2000-2010 27% increase in over 55s with ID
- Key challenge – sustainable, quality supports and services
- Putting our resources where they are most needed

How our spending per head on disability services compares

	All disability	ID
	€	€
Ireland	359	219
England	149	110
Scotland	179	131
New Zealand	81	54
Victoria (Australia)	126	n.a.

Policy change

Programme for Govt

Personalisation

- A proportion of public spending will be moved to a personal budget model so that people with disabilities/families have the flexibility to make choices that suit their needs best

Standards

- Statutory standards and inspection by HIQA

Disability Policy Review

From

- Services →
- Focus on inputs →
- Block grants →
- Institutions →
- One size fits all →
- Service provider decides the shape of the services →

To

- Supports
- Focus on outcomes
- Individualised funding
- Community
- Diversity
- Joint decisions by service user, family, state and HSE

Commissioning

- **Comptroller and Auditor General** comments in 2005 and 2010
- **Competition Authority** comments in 2005
- **Value for Money and Policy Review** of disability services
- **Govt strategy on public expenditure** – focus on securing value, linking spending to resources available

Follow the money trail

Now

- HSE -> service providers -> staff
- Providers decide the service model, and who they cater for

What it could be

- HSE -> service provider, contracted to meet agreed assessed needs
- HSE -> service user -> provider of their choice

NDA paper re commissioning

- Summarised literature on commissioning
- Must deliver on the core values of person-centredness, choice and inclusion
- Facilitate users who wish to self-direct their services
- Training for commissioners and providers
- Systems for monitoring and verifying
- Discussion paper circulated to 100 people - 21 responses

Advantages of commissioning

Service user views

- Service provision reflects the needs and views of service users
- Provide service users with more choice and control
- Focus on quality, person-centred services and personal outcomes
- Could drive personalisation of services, personal budgets

Advantages

Service Provider Views

- More transparency, accountability, control of public spending
- Greater focus on service quality
- Providers would 'up their game', or resources would move from poor providers/ outdated service models
- Local service provision would be more closely linked to local needs
- Opportunity for some orgs to expand/diversify into new service areas
- Choice for service users

Disadvantages/risks

Service user views

- Initial environment of uncertainty for service users
- Fragmentation of responsibility for service provision
- Risk of quality sacrificed to price
- Vital soft supports to serv. users may be overlooked
- Lack of commissioning skills
- May divert resources to application writing
- Independence of HSE as both provider and commissioner

Disadvantages/risks

Service Provider Views

- Possible time-consuming bureaucratic processes
- Anxiety and disruption for service users
- Periodic renegotiation of contracts could threaten providers' ability to plan for future
- Lead to less skilled, less professionalised workforce
- Could favour large, low-cost, for-profit providers or 'big guns', reducing effective choice
- Expertise and independence re commissioning
- IR issues and TUPE

Critical things to get right

Service user views

- System of assessment of service users' needs
- Role and function of commissioner
- Service user involvement in commissioning process
- Balance between specifying the detail, and flexibility

Critical things to get right

Service provider views

- Transparency and evidence base of commissioning process
- Common understanding of what quality means
- Recognition of holistic nature of support provision
- Balance between price and quality / innovation / individualisation in the awarding of contracts
- Quality assurance systems
- Appropriate support / brokerage services for service users
- Sanctions for breaches by either party

NDA resource allocation study

- A comparative study of using Supports Intensity Scale or RAS 5 as a basis for resource allocation in Ireland
- Follows on from review of literature re such tools
- Phase 1 – field trial of both questionnaires, with 117 participants, + evaluation of outcome
- 22 participating agencies – 16 trained interviewers
- Phase 2 – how to turn scores into indicative budgets

Profile of participants

Disability type	N
• Mild / moderate intellectual disability	47
• Severe / profound intellectual disability	25
• Physical disability	26
• Sensory disability	6
• Neurological disability	13
Total	117

Profile of participants

+ balance across age and gender

Service type	N
• Congregated residential services 10+	24
• Group homes 4 -6 people	38
• Day services which are agency based	24
• Day services which are not agency based	31

Progress

- Still awaiting some consent forms (4 of 22 agencies)
- First interviews held, going well so far, positive feedback
- 110 interviews for Feb/March; 7 in April
- Tender being drafted for costings piece
- Thanks to all who are making it happen!

Conclusion

- Time of major change
- Opportunity to get things right
- Build on the evidence
- Learn from successful working models
- Implementation and management of major change
- www.nda.ie