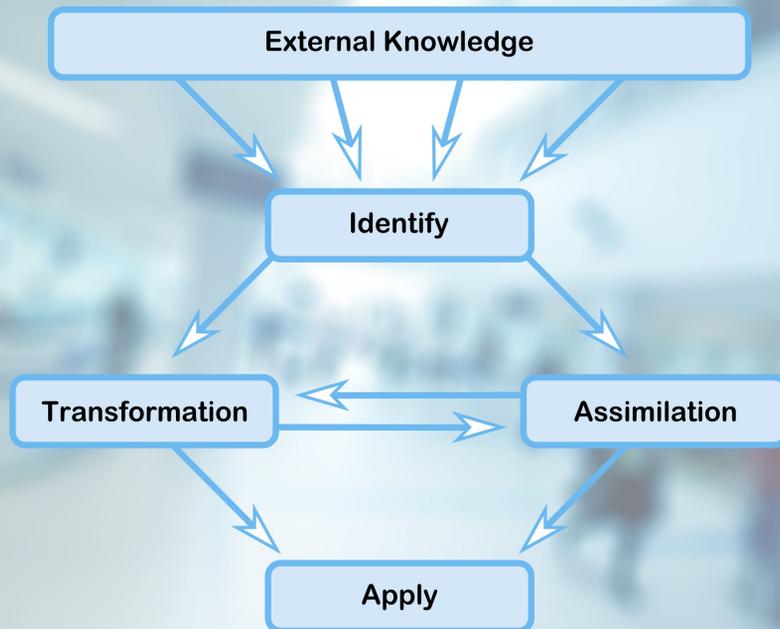


# CLAHRC BITE Brokering Innovation Through Evidence

29 A bite-sized summary of a piece of research supported by NIHR CLAHRC West Midlands

July 2017



## Tool to support evidence-based commissioning decisions

### Background

- **Absorptive CAPacity (ACAP)** focuses on the ability of an organisation to identify, assimilate, transform and apply valuable external knowledge.
- It can provide an indication of the rate at which an organisation can digest external scientific or technical information.
- Researchers have used ACAP theory to explore and support the decision-making processes of Clinical Commissioning Groups (CCGs), who are responsible for the planning and commissioning of health care services in their local area.
- In this scenario ACAP can provide an indication of the ability of the CCGs to identify and assimilate external information and apply commissioning decisions in order to transform health and healthcare services.

**Moving from 'what we know, to what we do'.**

## Findings

- From 2012-2015 a total of 120 interviews from 12 CCGs took place and data were systematically analysed.
- Findings show that, despite best intentions, CCGs do not always use information and/or evidence effectively to inform their decision-making.
- Using data from the interviews, researchers developed a **free tool** to allow CCGs to advance their ACAP.
- This tool will enhance the ability of CCGs to digest information, to apply this to commissioning decisions, and to transform health and healthcare services.
- The tool can offer support in a number of ways:
  - Support CCGs to better utilise evidence for decision-making;
  - Support CCGs to develop effective commissioning strategies for the future;
  - Support benchmarking, so CCGs might learn from excellence.

This tool is freely available. If you would like to introduce this tool in to your own practices, please contact either: [tina.kiefer@wbs.ac.uk](mailto:tina.kiefer@wbs.ac.uk) or [Yaru.Chen@wbs.ac.uk](mailto:Yaru.Chen@wbs.ac.uk).

More information, and a link to the tool, can be found online at: [warwick.ac.uk/fac/soc/wbs/research/ikon/commissioning](http://warwick.ac.uk/fac/soc/wbs/research/ikon/commissioning)

## Further Reading

Croft C, Currie G, Staniszewska S. Moving from rational to normative ideologies of control over public involvement: A case of continued managerial dominance. *Soc Sci Med*. 2016; **162**: 124-32. [<https://goo.gl/q6qrmB>]

Currie G, Croft C. Enhancing absorptive capacity of healthcare organizations: The case of commissioning service interventions to avoid undesirable older people's admissions to hospitals. In: Swan J, Newell S, Nicolini D. *Mobilizing Knowledge in Healthcare*. Oxford: Oxford University Press; 2016. p.65-81.

## Recommendations for Practice

CCGs should adopt a 'free' tool to support decision-making. This tool will enable organisations to utilise external information and evidence more effectively, and will facilitate the development of future commissioning strategies and provide a means of learning from 'excellence'.

### What is NIHR CLAHRC West Midlands?

The Collaboration for Leadership in Applied Health Research and Care (CLAHRC) is a partnership between universities (Birmingham, Warwick, and Keele) and a number of health and social care organisations in the West Midlands. We are funded by the National Institute for Health Research with a mission to undertake high-quality applied health research focused on the needs of patients to improve health services locally and beyond. For further information, visit:

[www.clahrc-wm.nihr.ac.uk](http://www.clahrc-wm.nihr.ac.uk)

Views expressed are those of the authors and not necessarily those of the NHS, the NIHR or the Department of Health.

