



City of Oslo
Alcohol and Drug Addiction Services

Does competition improve quality in Alcohol and Drug Addiction Services?

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June 19, 2007





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ALCOHOL AND DRUG ADDICTION SERVICES, CITY OF OSLO





Key figures 2007

- Net Budget 2007		340 mill Nkr
- Revenues from district/ rent		70 mill Nkr
- Government funding		50 mill Nkr
- Number of beds:	740	
- From private suppliers.	194	
- Community services	546	
- Clients in substitution treatment		ca 270
- Employees	ca 450	

Our services also include polyclinical treatment, housecalls, streetaid and needle exchange service, both community based and from private suppliers.





Laws and provisions

- **Services for alcohol and drug addicts (clients) regulated in health and/ or social laws and provisions.**
- **Little or no regulation in law and/ or provisions of quality standards of the service providers**
- **Little or no regulation in law and/ or provisions of quality standards of the services as such.**





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MONITORING AND DEVELOPING QUALITY





What is Quality?

- You can not define and measure quality in “soft services”
- “Quality is the totality of the characteristics a unit possesses, which affects its ability to satisfy expressed and implied needs” (ISO 9000 standards)





Controlling, monitoring and developing quality

- Standardized and systematic reporting
 - User Surveys 2 x year
 - Employee Surveys 2 x year
 - Stakeholder Surveys biannually
 - Results/ progression reported per client
- Regular visitations and follow-up of all institutions
- Experience transfers between institutions





Example - User Survey

3 Samhandling

Spørsmål som du absolutt ikke kan svare på, hopper du over. Hvis du har flere spørsmål, vil neste spørsmål.



How satisfied are you with...

How important is this to you?

Hvor fornøyd er du med,...

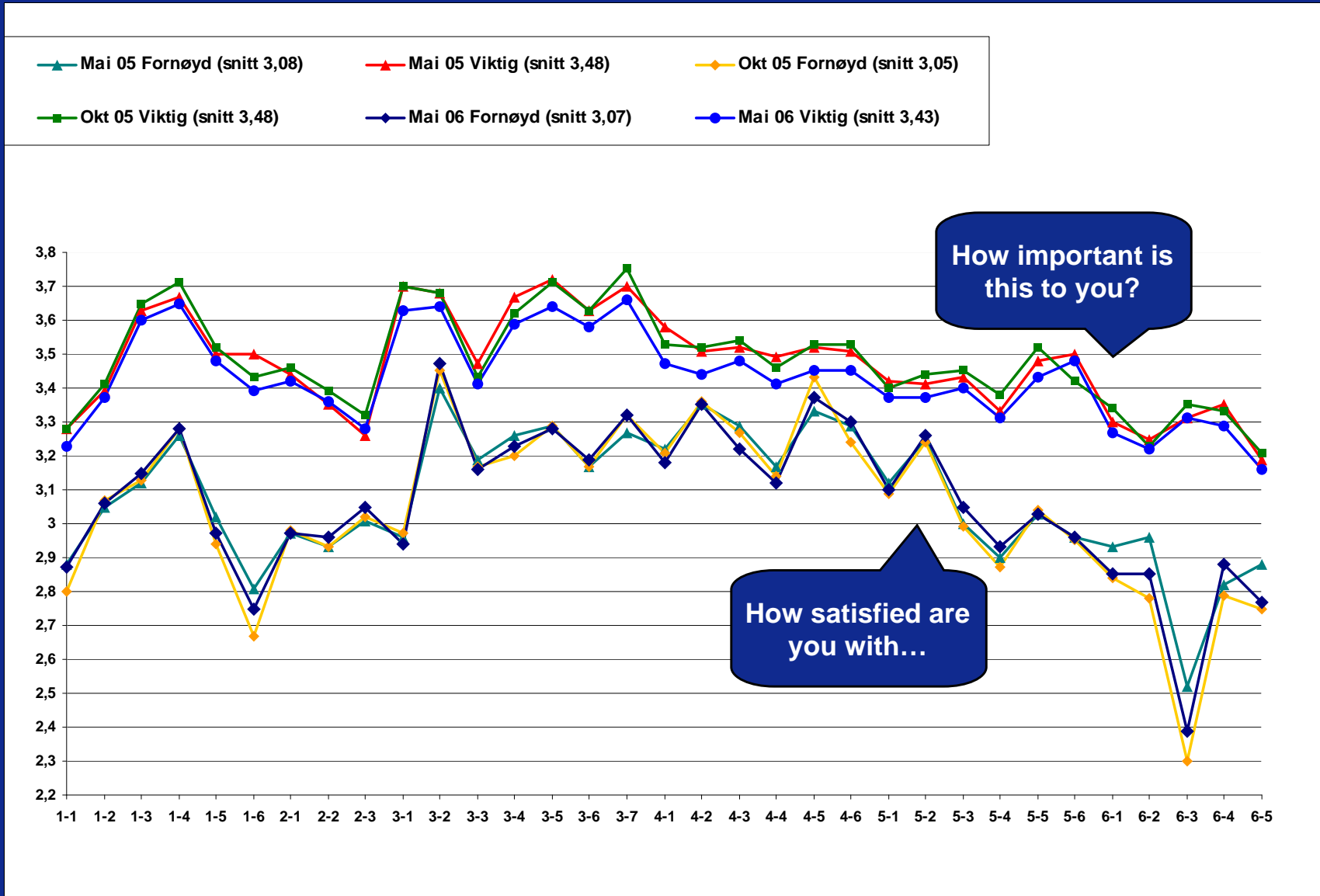
Hvor viktig er dette for deg?

		Svært fornøyd	Litt fornøyd	Litt misfornøyd	Svært misfornøyd	Svært viktig	Viktig	Mindre viktig	Uviktig
3-1	Ansattes engasjement	4	3	2	1	4	3	2	1
3-2	Din egen innsats under oppholdet	4	3	2	1	4	3	2	1
3-3	Ansattes forståelse for hvordan du har det	4	3	2	1	4	3	2	1
3-4	Din evne til å uttrykke hvordan du har det	4	3	2	1	4	3	2	1
3-5	Det sosiale fellesskapet	4	3	2	1	4	3	2	1
3-6	Måten du ble møtt på da du kom til... (eget navn)	4	3	2	1	4	3	2	1
3-7	... (eget navn) samarbeid med sosialtjenesten eller andre instanser som er viktige for deg	4	3	2	1	4	3	2	1



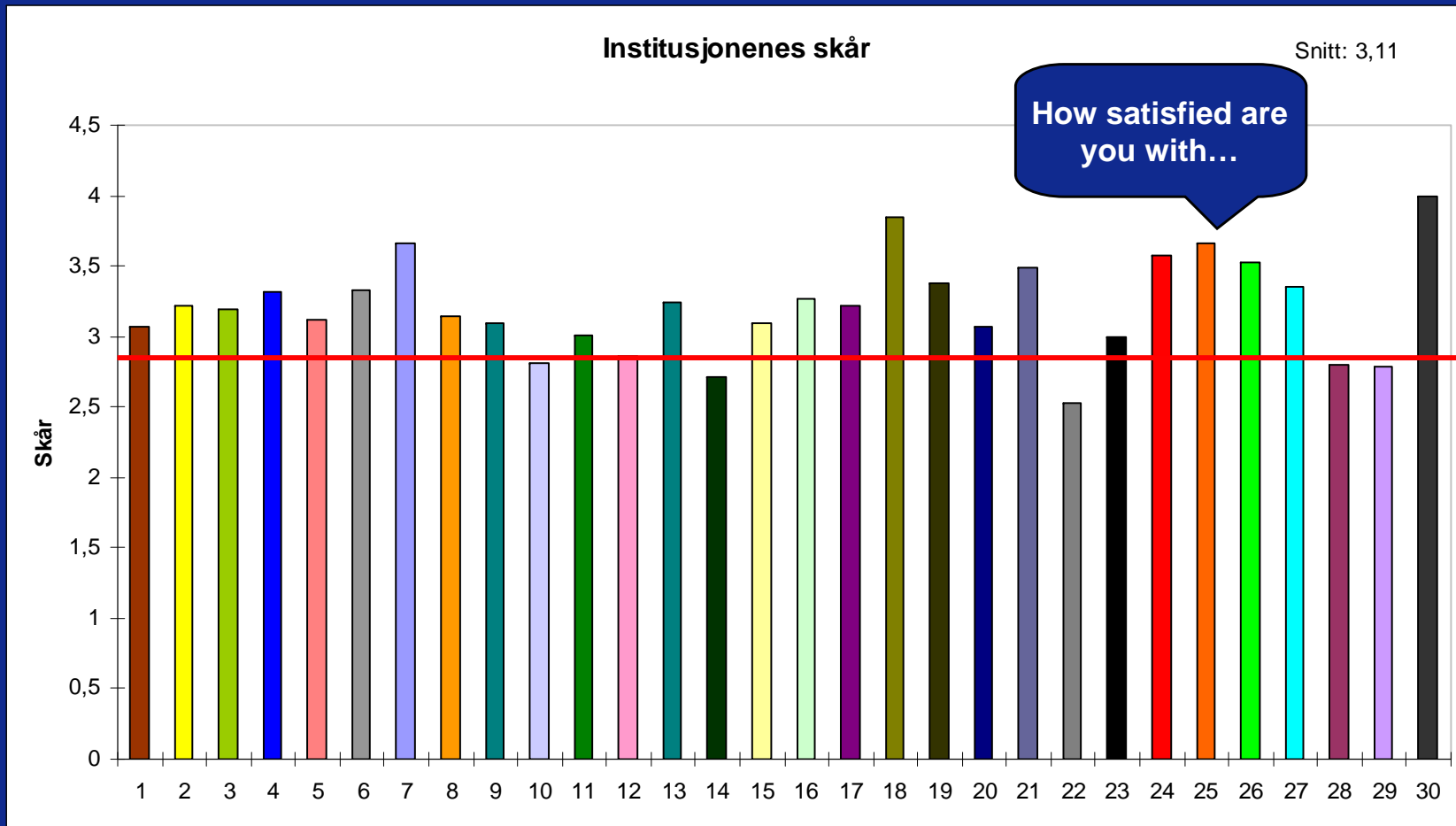


Employee Survey (N=938)





Stakeholder Survey (June 2006, n=195)



Contractual
requirement
= 2,8





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COMPETITION





Conditions for healthy competition

Procurement and
competition
legislation

- Transparency
- Predictability
- Documentation
- Multiple suppliers

Experienced procurement staff

Healthy
competition





Institutional features (quality criteria) which form the basis when evaluating quality :

1. Activities and methods applied
2. Personnel competency
3. Leadership functions
4. External network/ Cooperative relations
5. Design and standard of facilities
6. Organisational structure
7. Organisational culture
8. Financial solidity
9. Knowledge and application of laws and regulations
10. Operating plan
11. Client Results





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BALANCING QUALITY AND PRICE





Balancing price & quality

For each procurement process we choose a reasonable weight between the criteria for price and quality.

The system developed by RME consists of :

- defining institutional features/ quality criteria which represent the content of “quality”
- price/ quality matrix which make the criteria operational and weights individually between them.





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Example : Residential rehabilitation services				
Institutional feature (quality criteria)	Private company A	Private company B	Private company C	max. Score
Organisational structure	8	8	6	12
Leadership functions	10	12	8	12
Operating plan	4	4	4	6
Organisational culture	15	15	11	17
External network	8	8	6	11
Activities and methods applied	14	5	6	14
Results	15	15	10	16
Competency of personnel	8	8	6	12
Total score (quality)	82	75	57	100
price (unit) in tender submitted				
NOK	1426	1812	1000	
Ratio price/ quality	17,4	24,2	17,5	





Summary

Does competition improve
quality in Alcohol and Drug
Addiction Services?

YES it can!

