Commissioning – a change activity

A balance of activities

| Evidence-based analysis	Consensus building
Market analysis, including cost and quality	Ensure decision makers are involved at the crucial stages
Demand forecasting of needs	Involve stakeholders early
National guidance, research and local priorities	Plan the process well
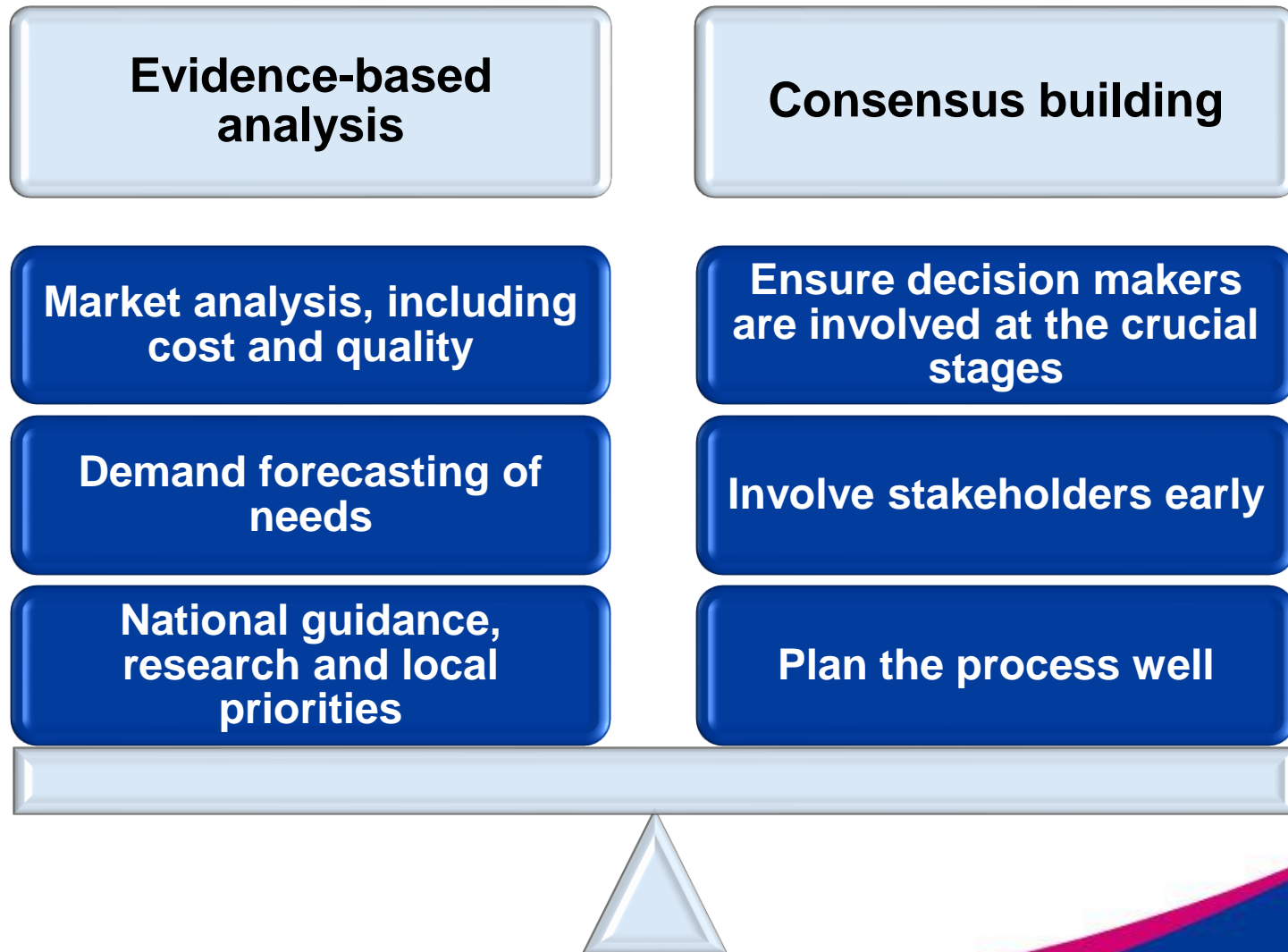
Why change services?
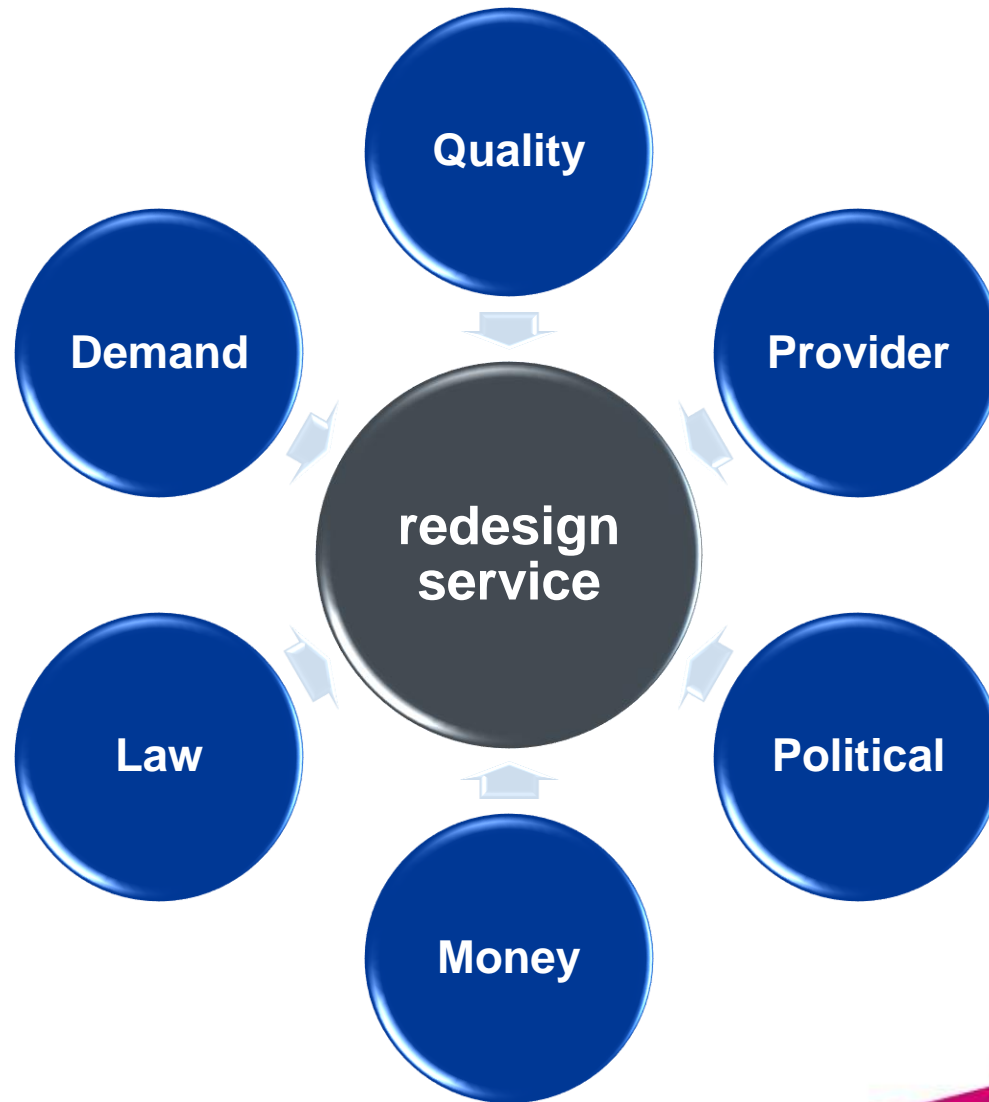
Options for change

- Decommission

- Remodel service

- Renegotiate or end contract

- Maintain contract

- Develop new service

- **Any others?**

Needs versus Quality
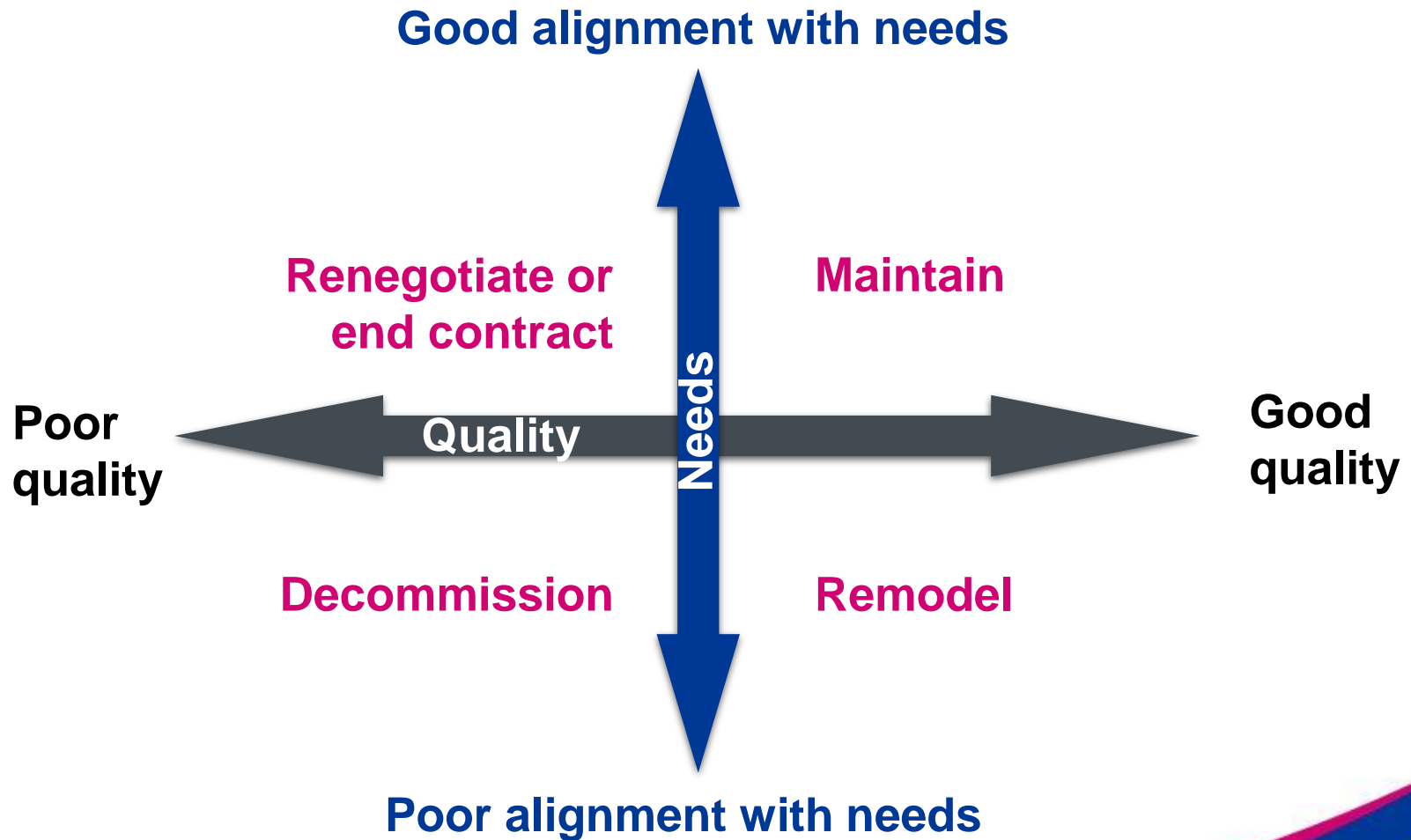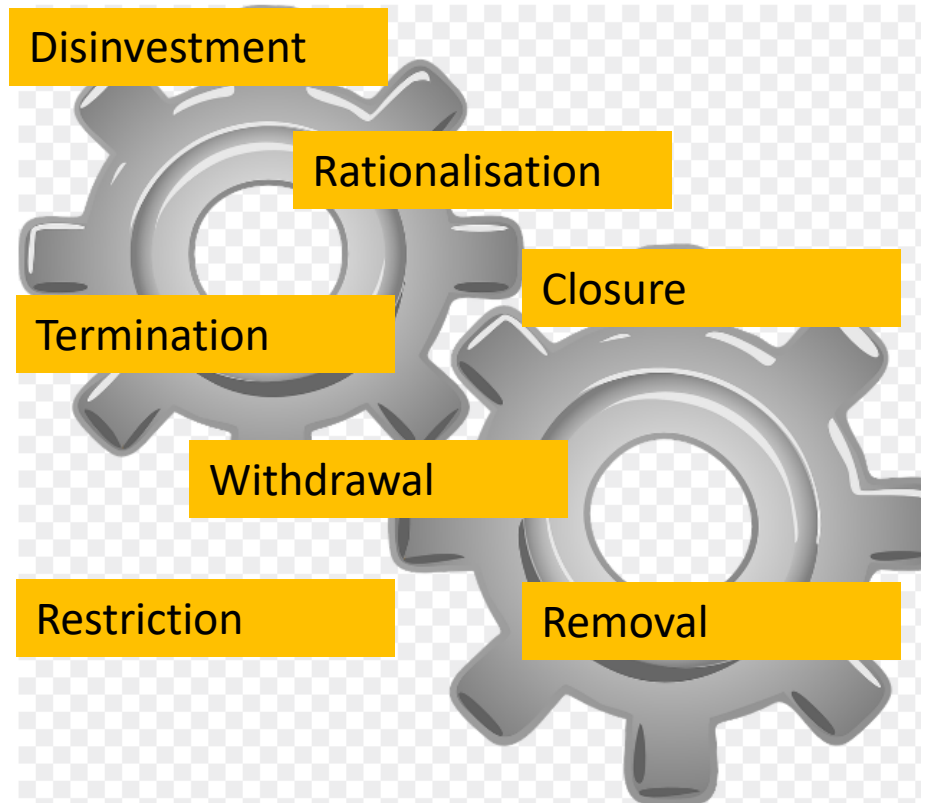
Decommissioning

What is decommissioning?

"A planned process of removing, reducing or replacing care and support services in line with commissioning objectives"

Skills for Care

Disinvestment

Rationalisation
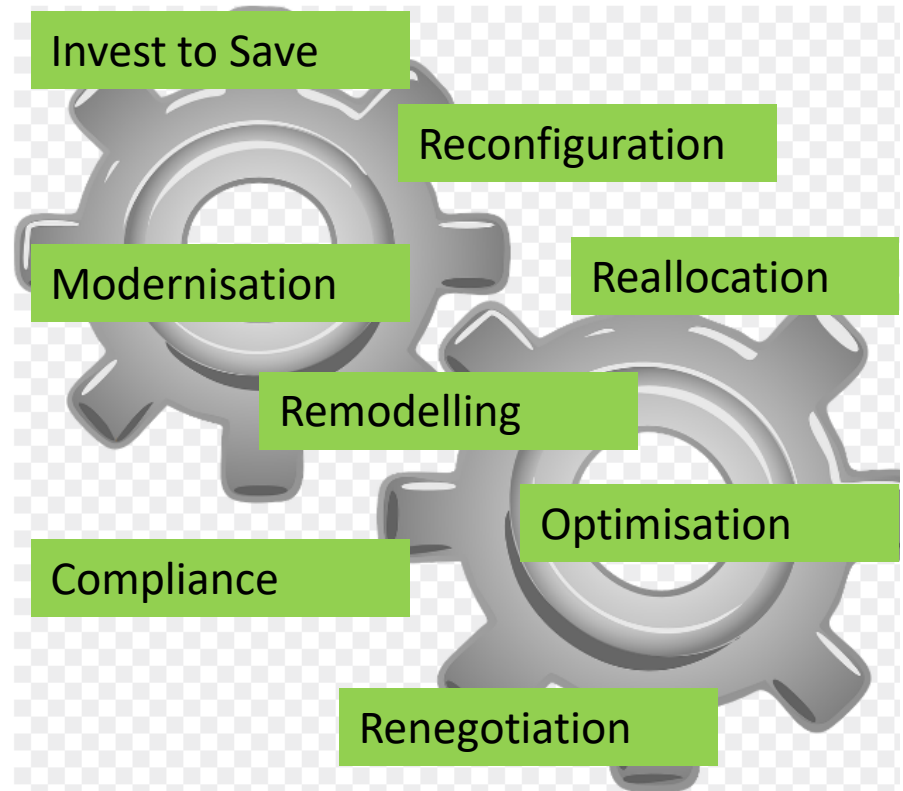
Closure

Termination

Withdrawal

Restriction

Removal

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Decommissioning as an Enabler

Strategic Realignment and Fitness for Purpose:

Right Care, Right People, Right Time, Right Place, Right Cost, Right Quality, Right Volume

Invest to Save

Reconfiguration

Modernisation

Reallocation

Remodelling

Optimisation

Compliance

Renegotiation

What is de-commissioning?

"De-commissioning is the process of planning and managing the elimination or reduction in services, or investment in services in line with commissioning objectives."

Local Government Association

"Decommissioning is stopping provision of a service or a significant part of a service in order to bring about an improvement to existing service provision."

National Audit Office

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Cuts driven v's 'intelligent' decommissioning; commissioners…
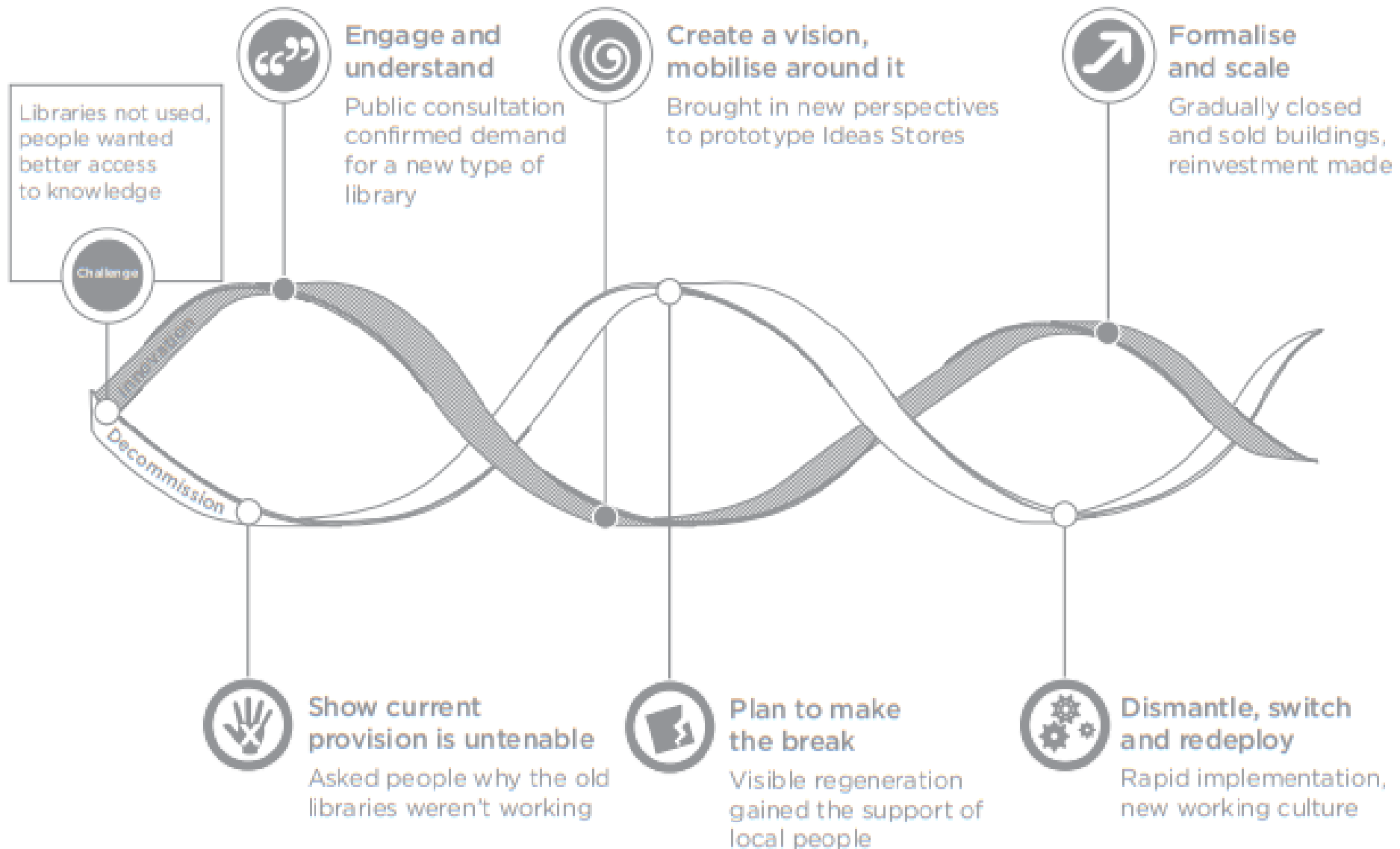
<u>Comply with a decision</u> that may have already been taken by others and produces a tactical solution that seeks savings by ending a service	<u>Considers all options</u> to meet the needs of stakeholders, innovating, & testing options as appropriate to deliver a sustainable solution
<u>Carries out review alone</u> and not jointly with other stakeholders	<u>Builds a shared vision</u> about outcomes for the community
Focuses on the level of resources used and activity generated to understand <u>potential savings</u>	Focuses on <u>outcomes</u> to understand the impact of different options on residents and the wider market
<u>Informs</u> providers and customers of what has and will happen	<u>Engages</u> stakeholders in designing services and stopping others
Meets the <u>immediate priorities</u> but risks reputational damage and poor value for money longer term	Drives <u>strategic development</u> in an open and transparent way
Carries out the decommissioning process in a much <u>shorter</u> time	A <u>longer</u> time period, allowing for any unexpected delays or complications

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Tower Hamlets: Libraries case study

- What were the key factors that made this a successful example of change?

- Are there any lessons to be learned from this case study for your organisation / service?

Creative decommissioning - NESTA

Engage and understand
Public consultation confirmed demand for a new type of library

Create a vision, mobilise around it
Brought in new perspectives to prototype Ideas Stores

Formalise and scale
Gradually closed and sold buildings, reinvestment made

Libraries not used, people wanted better access to knowledge

Challenge

Decommission

Show current provision is untenable
Asked people why the old libraries weren't working

Plan to make the break
Visible regeneration gained the support of local people

Dismantle, switch and redeploy
Rapid implementation, new working culture

Pre-conditions for successful decommissioning

- Change management skills
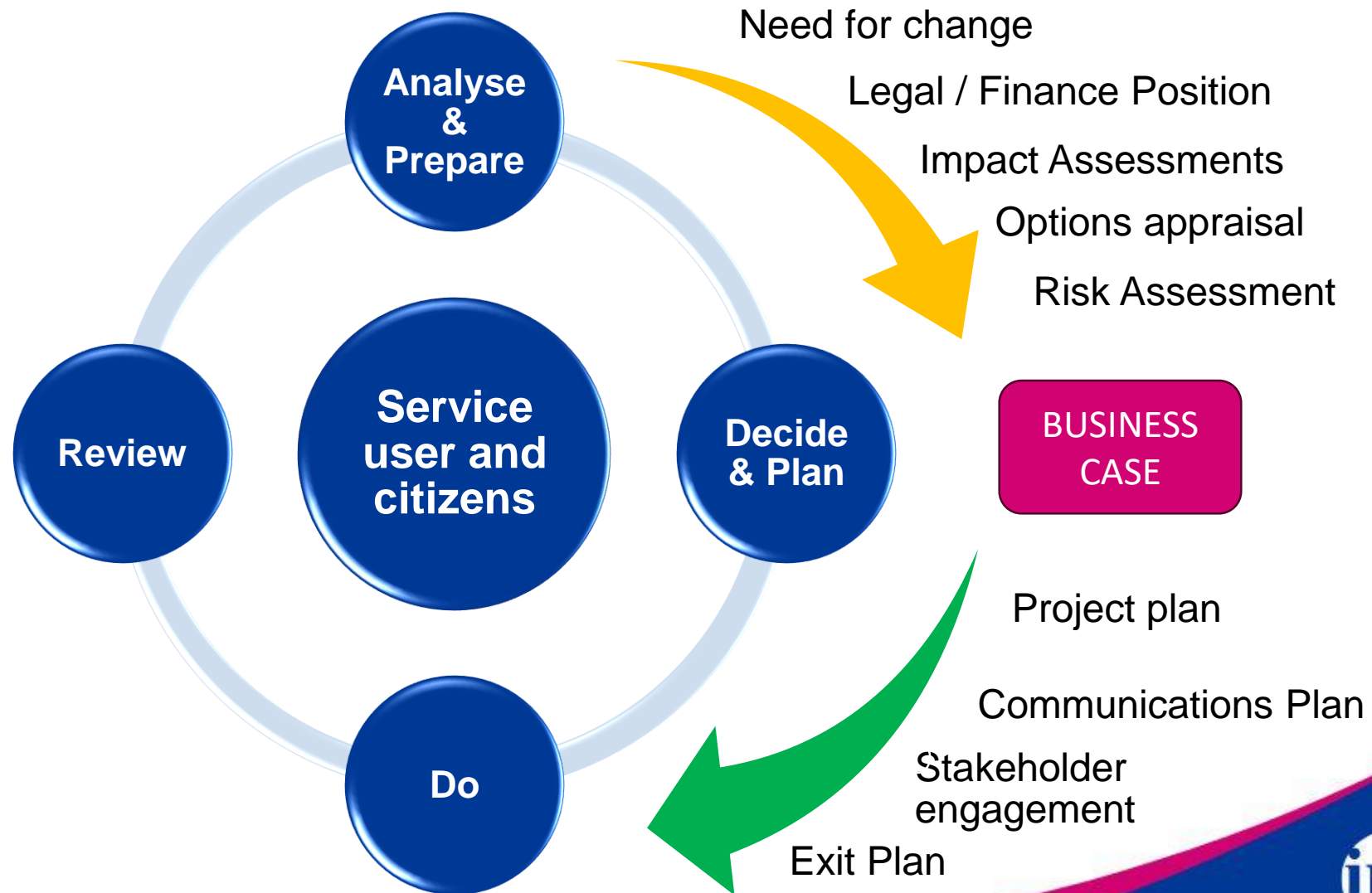- Stakeholder engagement skills
- Commissioning skills

Principles of successful decommissioning

- Transparency and fairness of process, including clear governance arrangements
- Clear rationale
- Understand impact
- Welfare of patients/service users and staff
- Ensure overall value for money
- Ensure stakeholder engagement
- Manage risk to ensure a smooth transition
- Sound communication
- Legal implications/ GDPR
- Assets

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The decommissioning cycle

- Analyse & Prepare
- Review
- Service user and citizens
- Decide & Plan
- Do

Need for change
Legal / Finance Position
Impact Assessments
Options appraisal
Risk Assessment

BUSINESS CASE

Project plan
Communications Plan
Stakeholder engagement
Exit Plan

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Decommissioning around the cycle: some examples

Analyse: Identify any statutory requirements

Plan: A clear communication and engagement plan

Do: Consult with the service provider and service users

Review: Are there any lessons we can learn for the future?

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Products

- Business Case/ Decommissioning Brief

- Options Appraisal

- Stakeholder mapping

- Communications Plan

- Project Plan

- Risk Assessment

- Transition or Exit Plan

Business case – Key features

- Strategic case for change within the context of the strategic Plan and organisation's Policy Framework.

- Findings from service review: Evidence base of current or potential issues with the service or contract.

- Feedback from early stakeholder engagement and consultation.

- Impact assessments: service users / customers including EIA, providers, staff, legal and financial impact, service dependencies, risks.

- Options Appraisals, included financial impact.

- Project Plan/ implementation of recommended option, including further stakeholder engagement, consultation and communications plans.

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Stakeholder Mapping

Purpose of stakeholder mapping:

- Identify key people who could influence/ impact on the change to be delivered, in order to bring them along on the journey

- Identify best communications and engagement strategy for different stakeholders

- Prioritise stakeholders so that resources and engagement strategy can be applied, proportionately

- Identify any risks/threats that could undermine the change process

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Stakeholder mapping and consensus building

Mendelow Stakeholder Matrix

The Mendelow stakeholder matrix is a framework used to analyze stakeholder attitudes and expectations and their potential impact on business decisions.
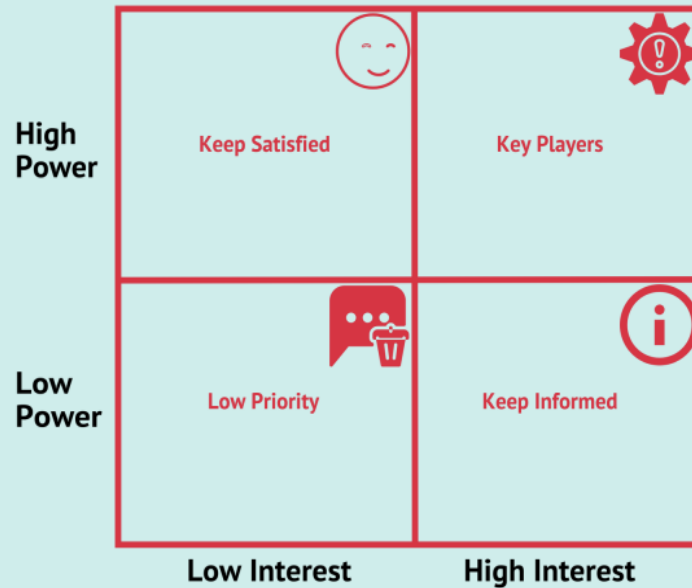
Communications Planning

Stakeholder (internal and external)	Level of Power / influence (H/L)	Level of interest (H/L)	Approach				Method of Communication (How?)	Frequency and Key Dates (When?) (align to project plan)	Responsibility (Who?)
			Keep Involved	Keep Satisfied	Keep Informed	Keep an eye (Monitor)			
Assistant Director	H	H	Yes				1:1 Briefings	Weekly	Project lead
Chief Exec	H	L		Yes			DLT/ SLT meeting	Quarterly	Director/ AD
NHS commissioner	L	H			Yes		Updates to ICB Steering Board	Monthly	LA Head of service
Service users	L	H	Yes				Meetings/ emails/ newsletters	Weekly	Unit manager
Local media	L	L				Yes	Newsletter	Quarterly	Comms lead

Transition or Exit planning

| Area	Comments
Service standards	Agreed service standards to be met as the service goes through transition, to protect patients/service users
Timescale	Clarity about the timescale you will be working to, and what flexibility there is within this
Information sharing	Agreements about sharing and if necessary transferring information. Early discussion needed to minimise disruption for patients/service users
Review of process	Regular meetings should be scheduled with the service provider during the decommissioning process
Staffing	Arrangements for staff involvement and/or redeployment as required, including the need for TUPE
Media and communications	How media and communications to all stakeholders are to be managed
Contractual arrangements	Any contractual issues to be resolved

Delivering the change

The psychology of change

- Research has shown that anyone going through any form of change will go through both an emotional and psychological process.

- The practice of effective change management is designed to help support individuals through this transition curve.

- The following change curve is equally applicable to large scale culture change, personal change and bereavement, de-commissioning of small services, etc.

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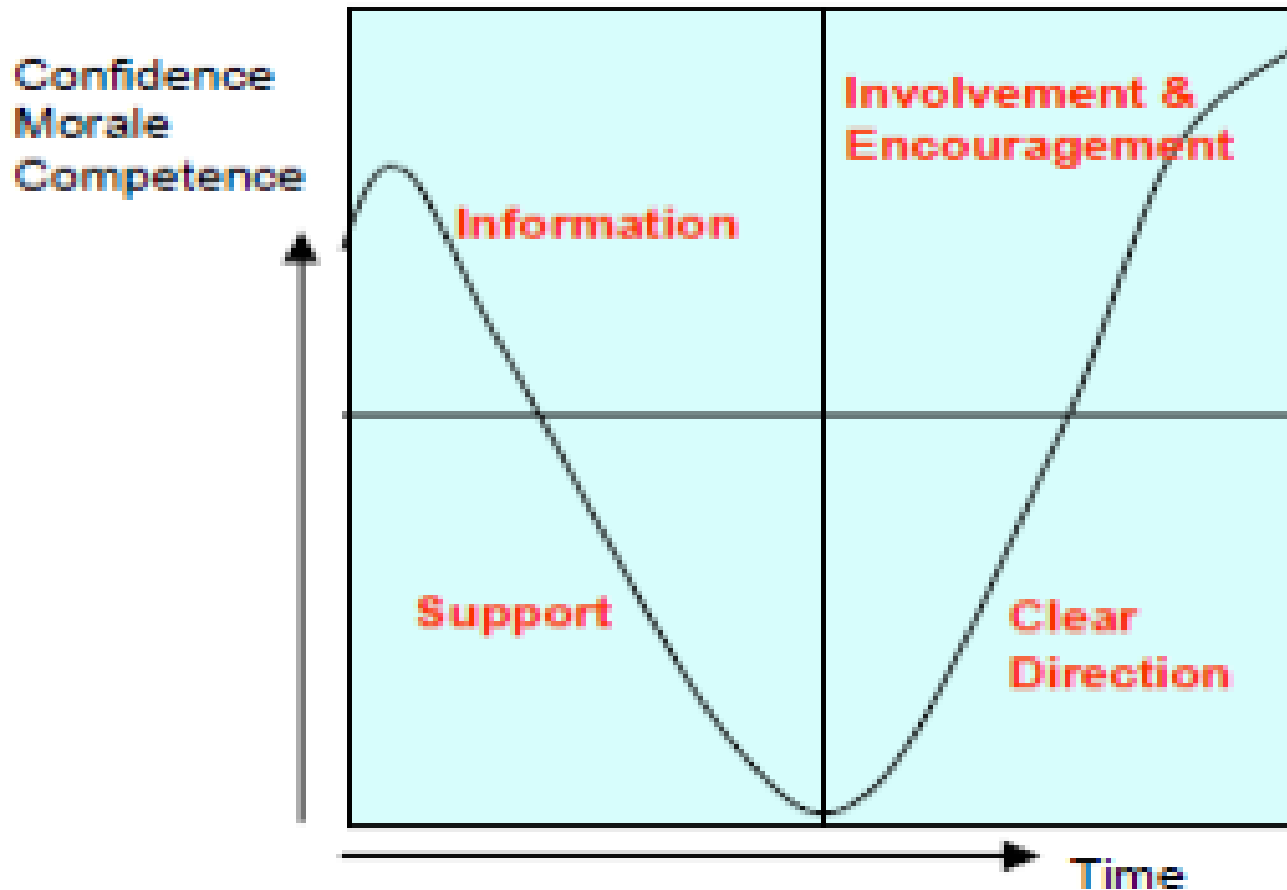# The Change Curve
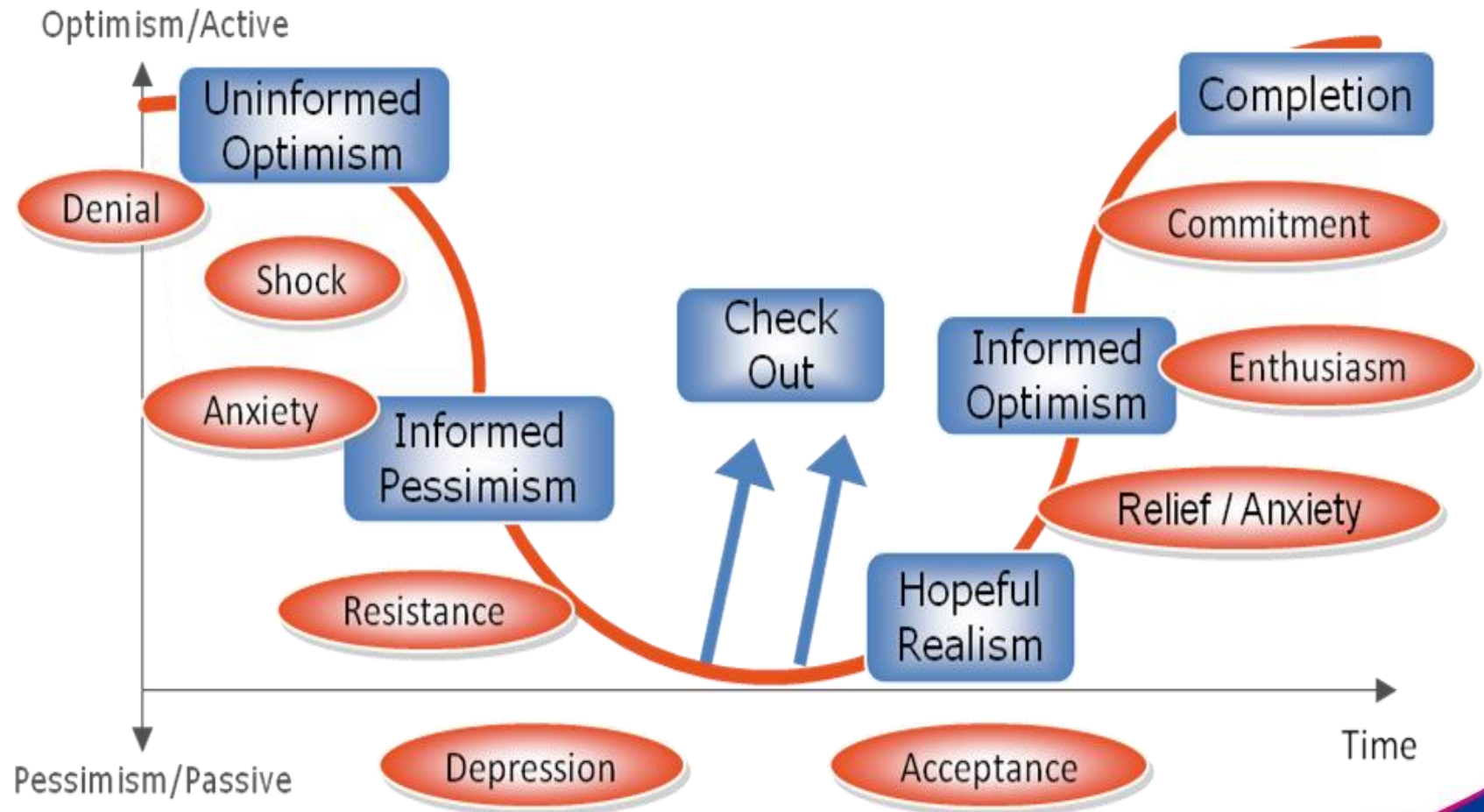
Source: Kubler Ross (1997)
On Death and Dying

Types of resistance

Cognitive
    Ideological
Psychological
    Power Driven
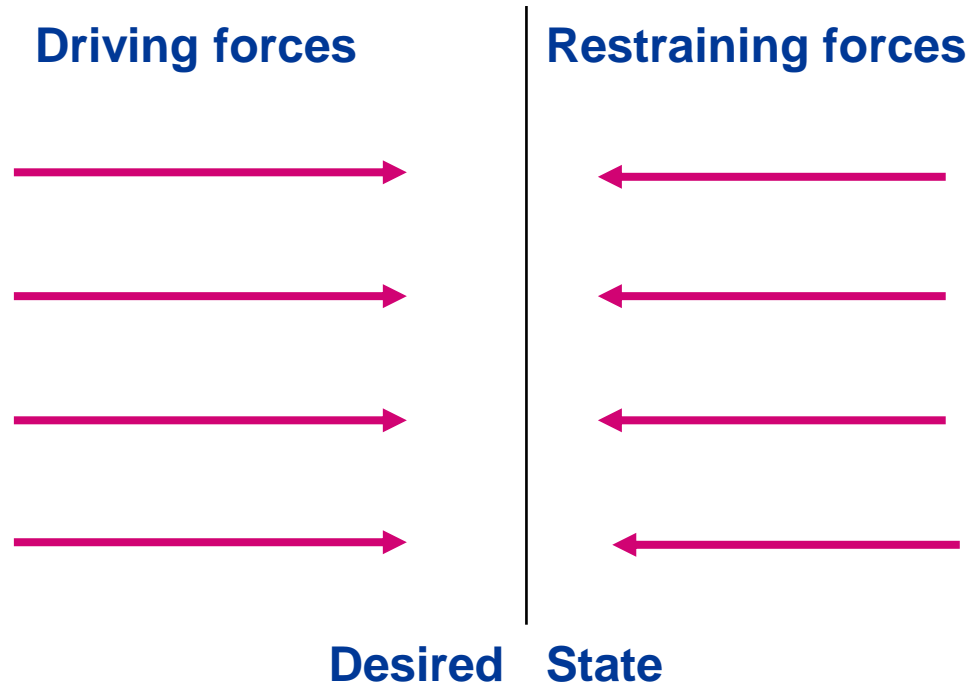
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Support

UCL (2008) A Toolkit: Leading and Managing
Successful Change for Yourself & Others

Force field analysis

- External and internal pressures

- Driving v. restraining forces (Kurt Lewin)
 - Organisational culture
  - Individual sources

Force field analysis

CURRENT SITUATION

Driving forces   **Restraining forces**

Desired   State

Kurt Lewin, 1951

Change management strategy

Strategy	Advantages	Disadvantages
Directive	Relatively fast	Ignores the views of those affected by change
Expert	Use relevant expertise Small groups required Relatively fast to implement	Expertise may be challenged Resistance of those not consulted
Negotiated	Change recipients have some say Resistance to change likely to be reduced (or areas of disagreement highlighted	May be relatively slow Anticipated change may have to be modified
Educative	People committed to change	Relatively slow Likely to require more resources and more costs involved
Participative	Change more likely to be accepted More people committed to change More opportunity	Relatively slow to implement More complex to manage Will require more resources Increased costs
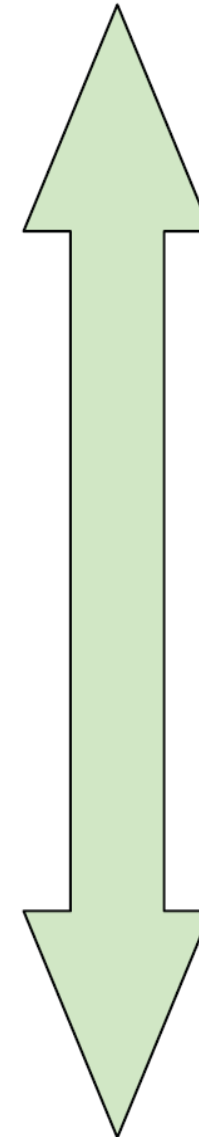
FAST
Clearly Planned
Little Involvement
Need to overcome resistance

SLOW
Exploratory
Wide Involvement
Minimise Resistance

The Change Jigsaw

Key: ESSENTIAL FOR CHANGE
Symptom of missing piece

Adapted from Kotter, J (1996)

BURNING PLATFORM
Apathy & complacency

VISION
Lack of direction or coherence so change fizzles out

LEADERSHIP
Poor alignment & inertia

CAPACITY & CAPABILITY
Anxiety & frustration

COMMUNICATE & ENGAGE
People feel the change won't affect them

OWNERSHIP AT ALL LEVELS
Poor design that won't last
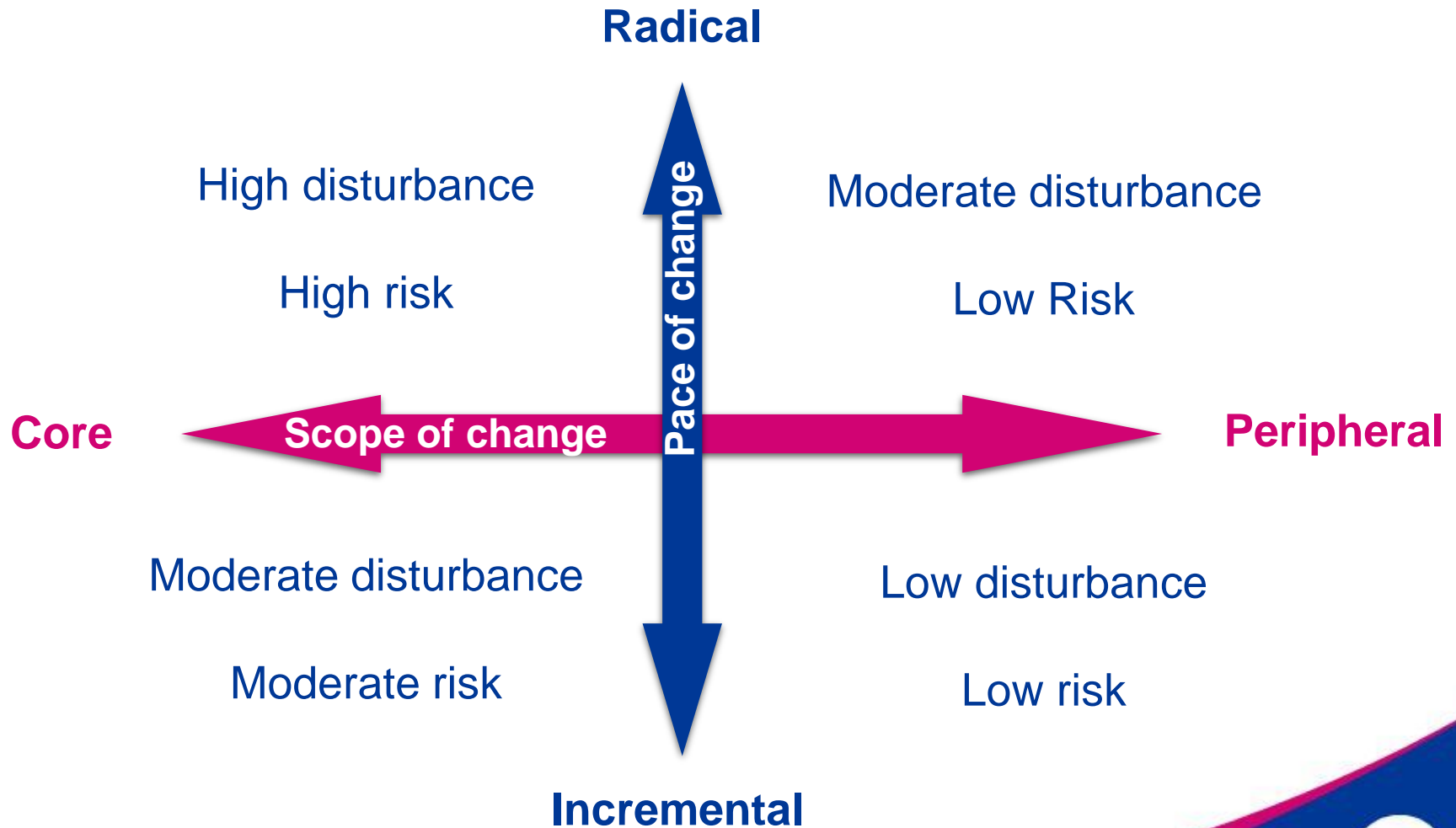
QUICK WINS
Cynicism that change is possible & disbelief

PERSONAL IMPACT
Lack of individual commitment

EMBED CHANGE SO IT'S BUSINESS AS USUAL
Revert to the old ways

Potential impact of change…

Radical

High disturbance

High risk

Moderate disturbance

Low Risk

Core — Scope of change — Pace of change — Peripheral

Moderate disturbance

Moderate risk

Low disturbance

Low risk

Incremental
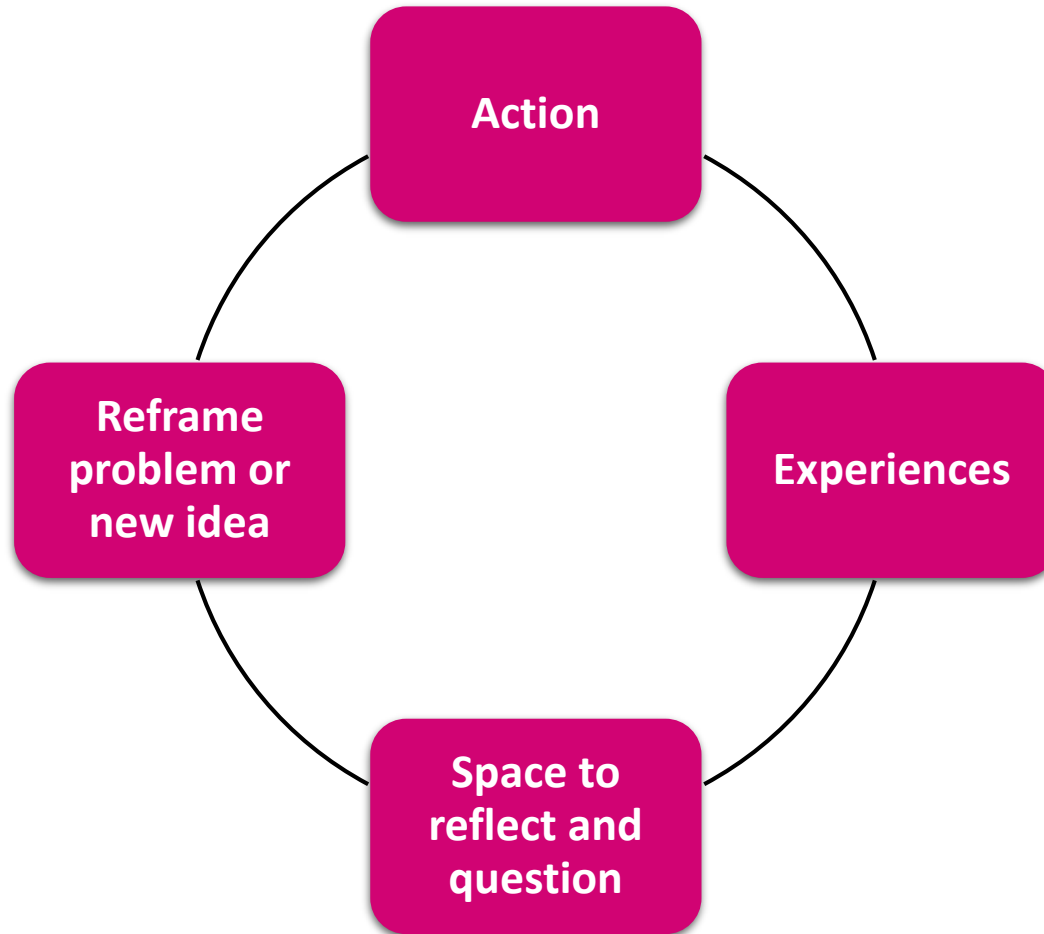
Pennington, G. (2003)

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Change – from theory to practice

A volunteer in the group to present an upcoming change they will be introducing or managing.

- Consider the models of change

- What can be done to minimise the negative impact of change?

- Use the Action Learning Set methodology

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Action Learning: The Learning Cycle

In Practice

'Presenter' talks through issue – Max 10 mins (uninterrupted)

⬇

Individuals ask questions of clarity – 10 mins

⬇

Individual Reflection – 5 mins

⬇

Take turns for feedback suggestions and comments – 10 mins

⬇

Feedback from 'presenter' – 10 mins

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