

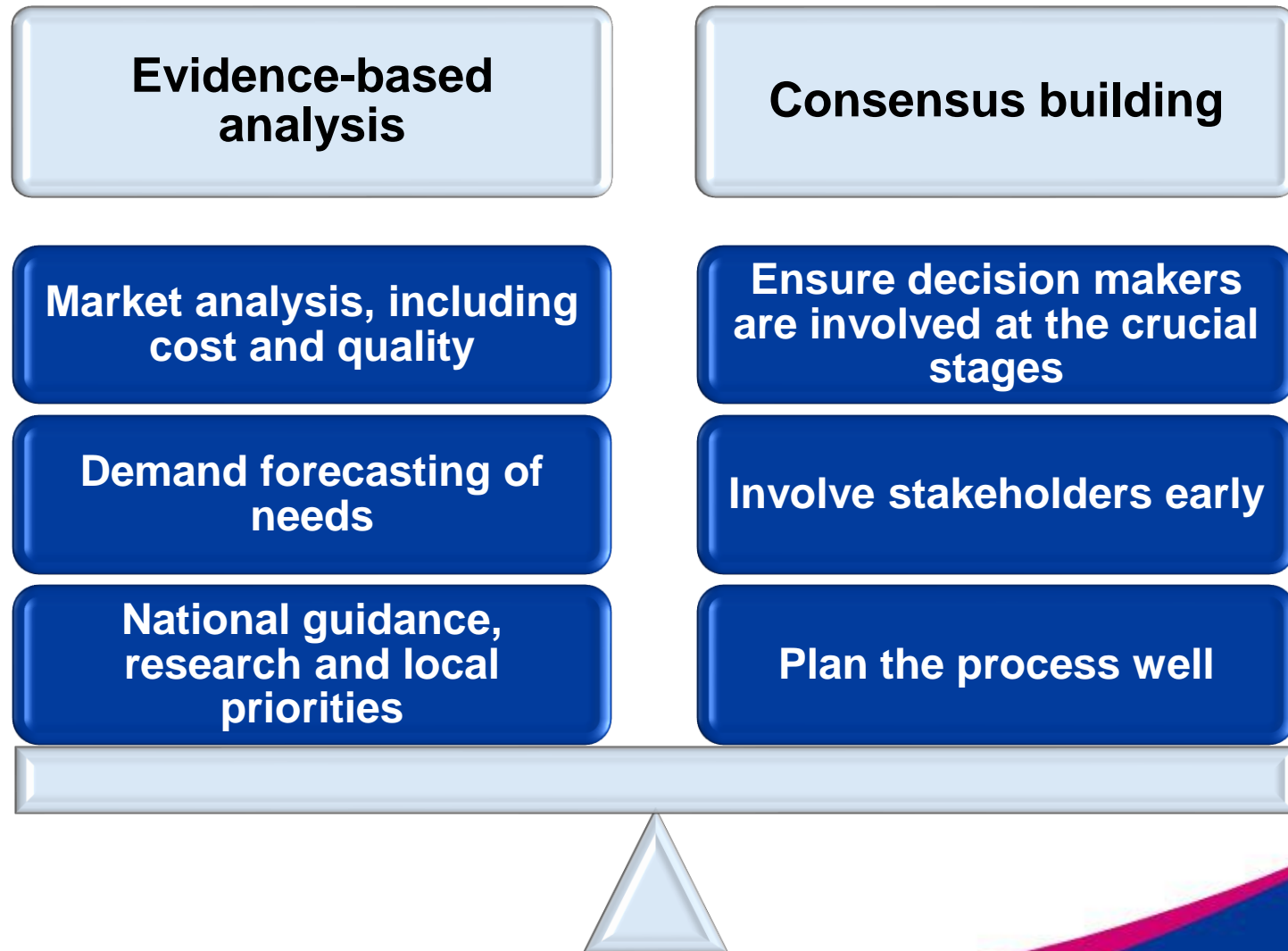
OXFORD  
**BROOKES**  
UNIVERSITY



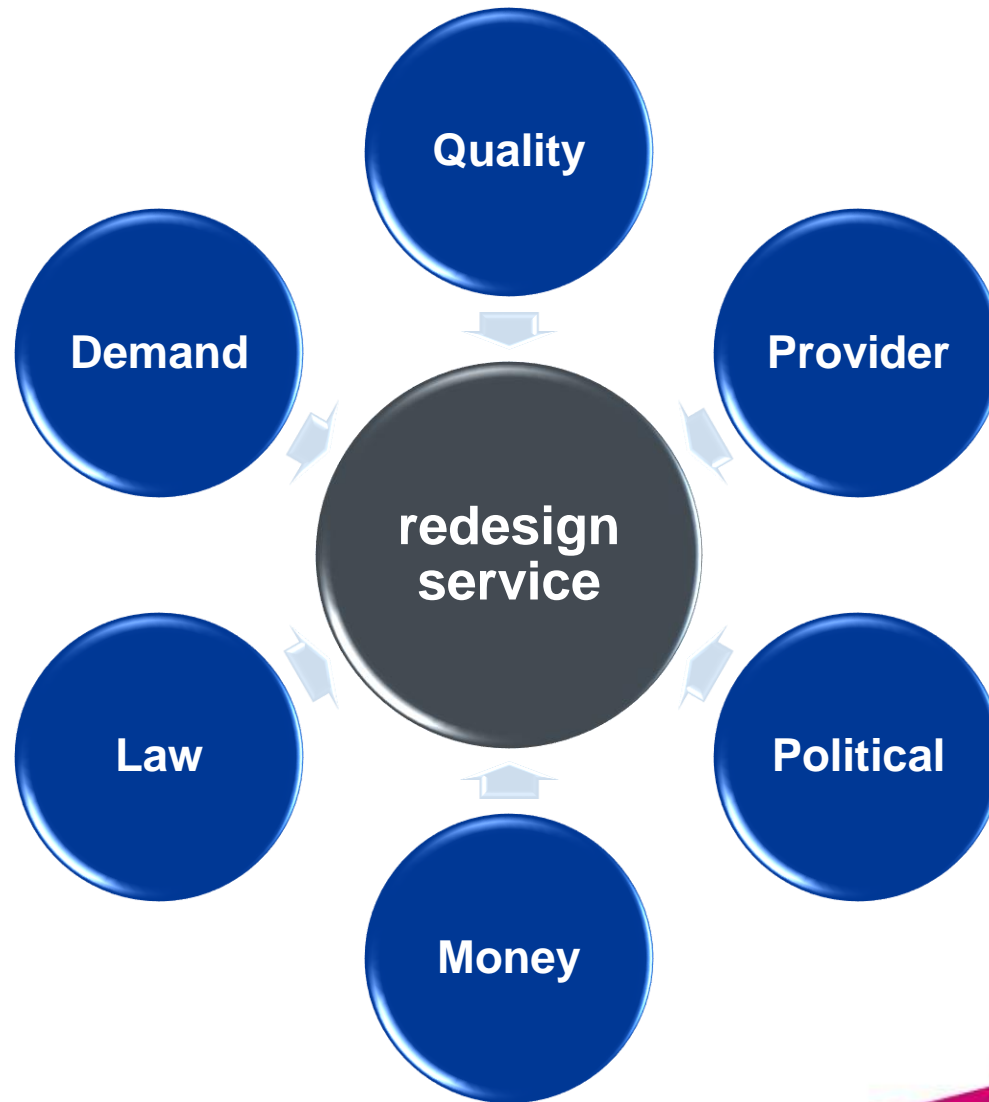
institute of  
public care

# Commissioning – a change activity

# A balance of activities



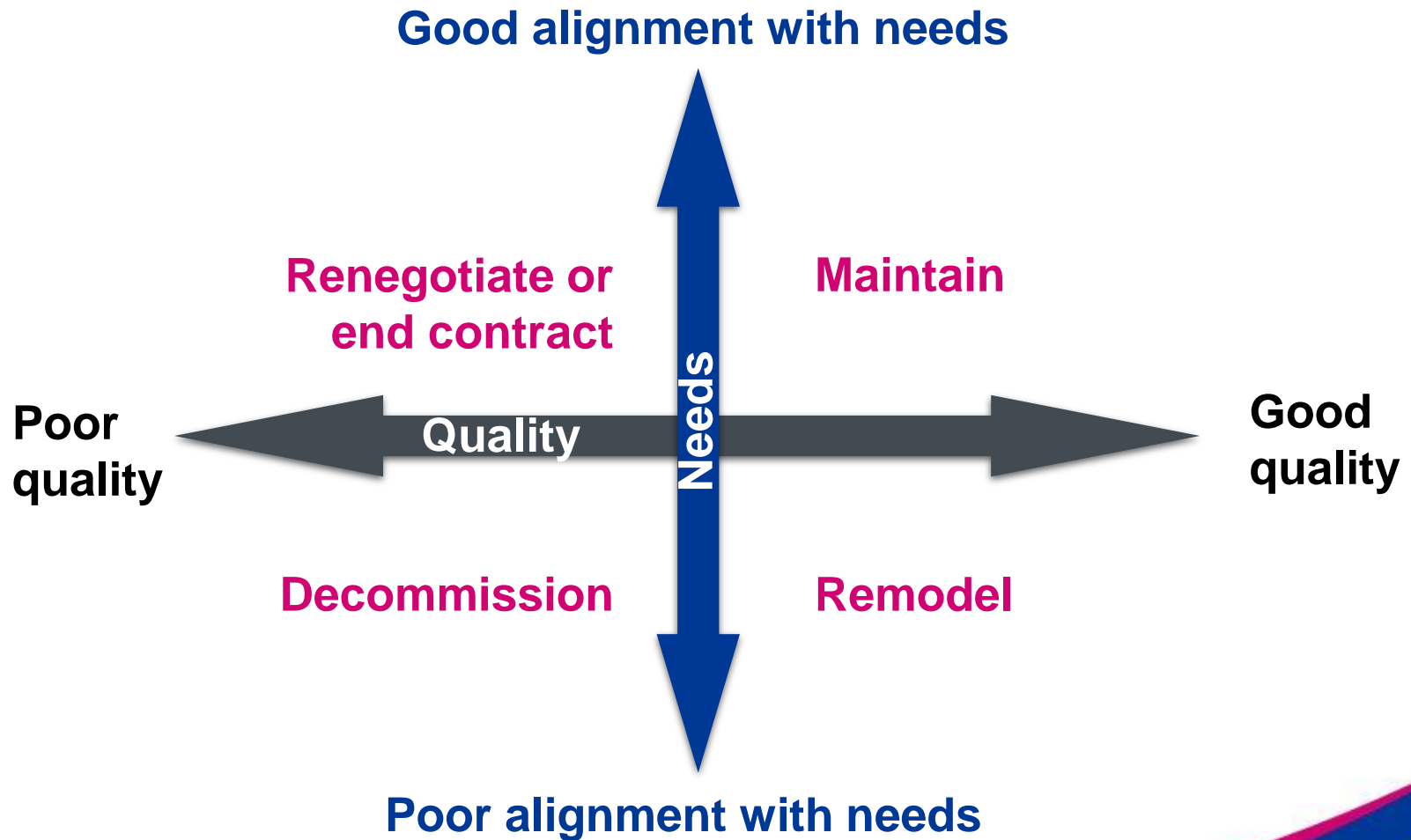
# Why change services?



# Options for change

- Decommission
- Remodel service
- Renegotiate or end contract
- Maintain contract
- Develop new service

# Needs versus Quality



# Decommissioning

# 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

# Cuts driven v's 'intelligent' decommissioning; commissioners...

Comply with a <u>decision</u> that may have already been taken by others and produces a tactical solution that seeks savings by ending a service	Considers all <u>options</u> to meet the needs of stakeholders, innovating, & testing options as appropriate to deliver a sustainable solution
Carries out <u>review alone</u> and not jointly with other stakeholders	Builds a <u>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

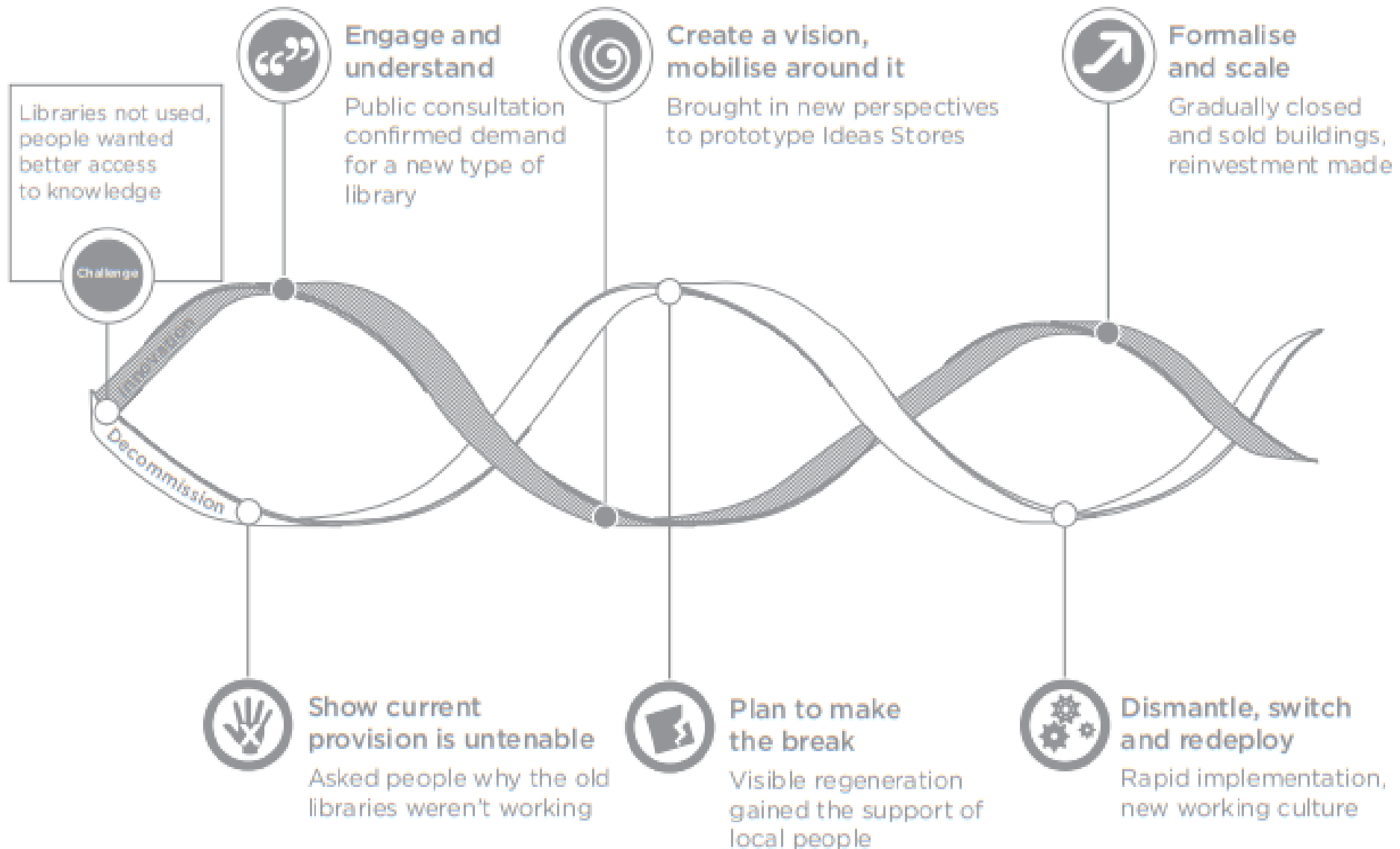


# Tower Hamlets: Libraries case study

- 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



# 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

# The decommissioning cycle



# 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?



© 2002 IPC Commissioning Cycle. All rights reserved.

# Transition plan

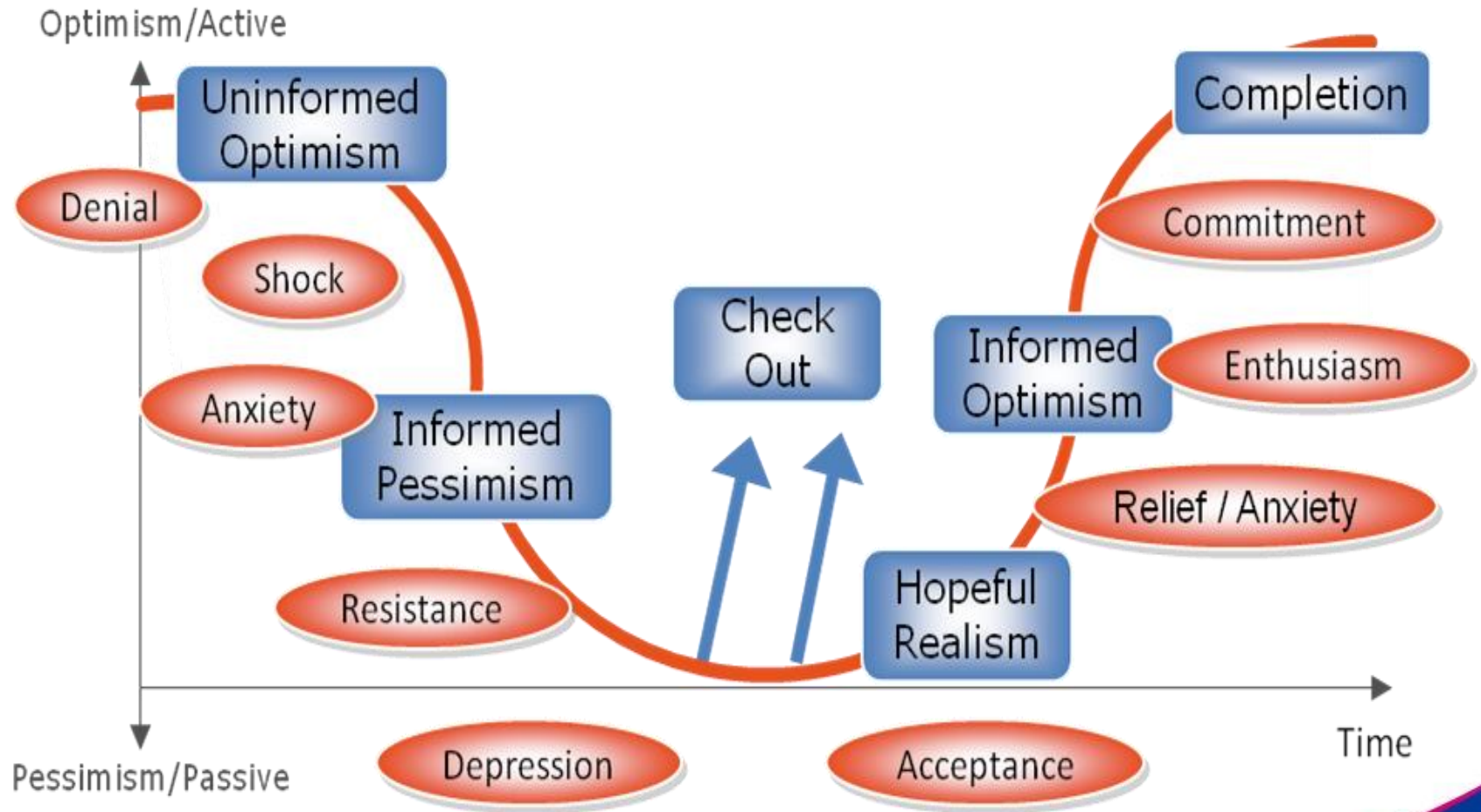
Area	Comments
<b>Service standards</b>	Agreed service standards to be met as the service goes through transition, to protect patients/service users
<b>Timescale</b>	Clarity about the timescale you be working to, and what flexibility there is within this
<b>Information sharing</b>	Agreements about sharing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

# 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.



# The Change Curve



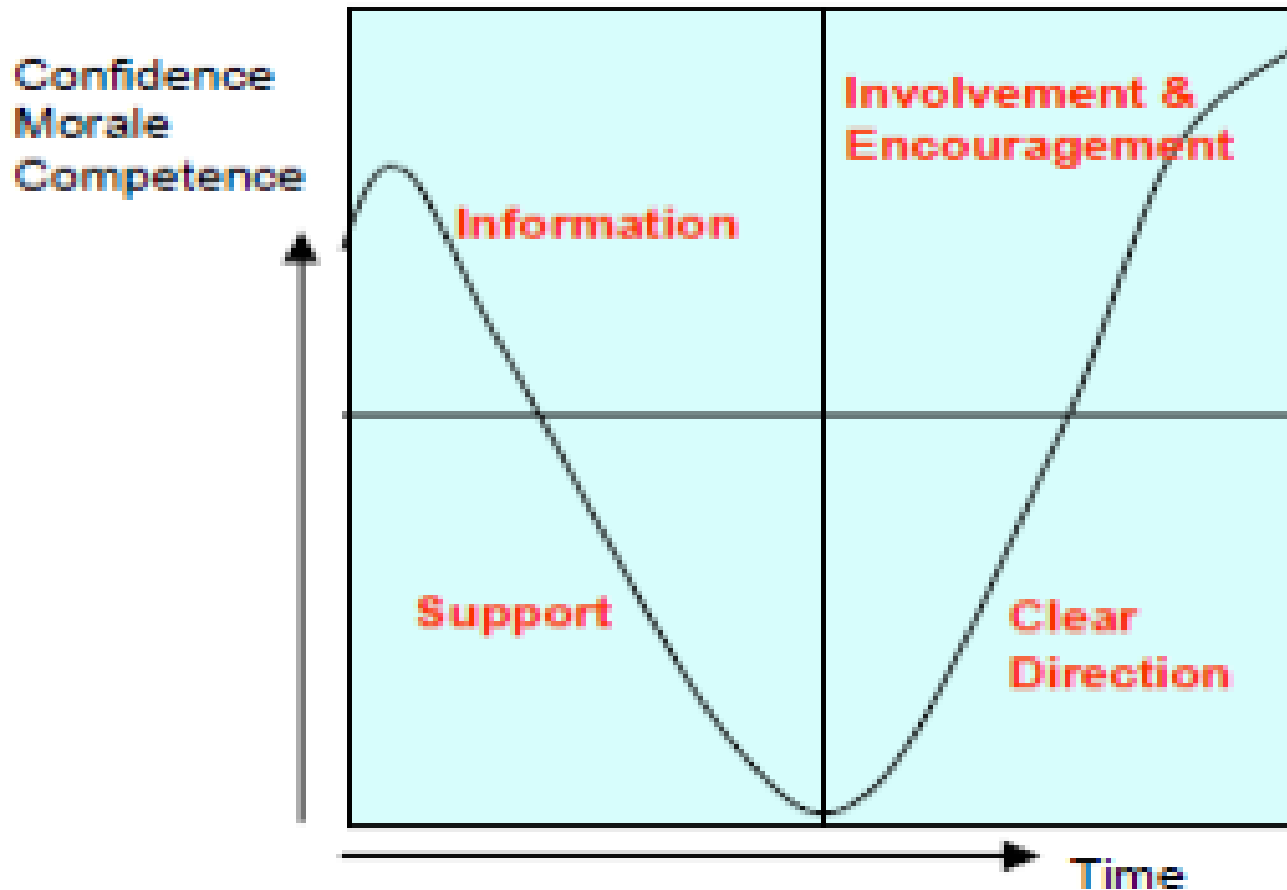
Source: Kubler Ross (1997)  
On Death and Dying

# Types of resistance



Cognitive  
Ideological  
Psychological  
Power Driven

# Support



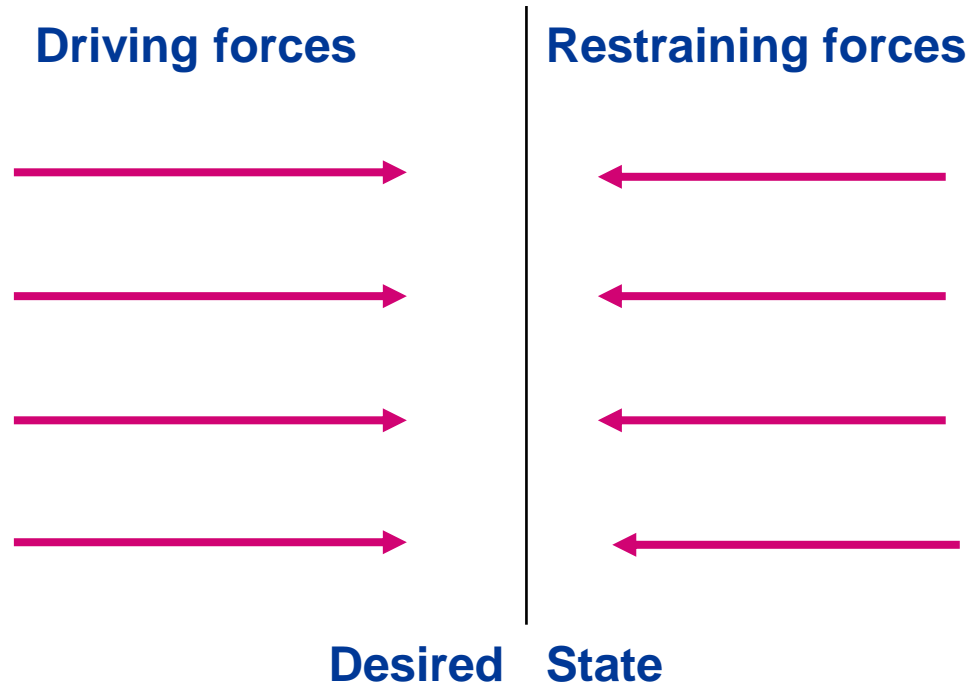
UCL (2008) A Toolkit: Leading and Managing Successful Change for Yourself & Others

# Force field analysis

- External and internal pressures
- Driving v. restraining forces (Kurt Lewin)
  - Organisational culture
  - Individual sources

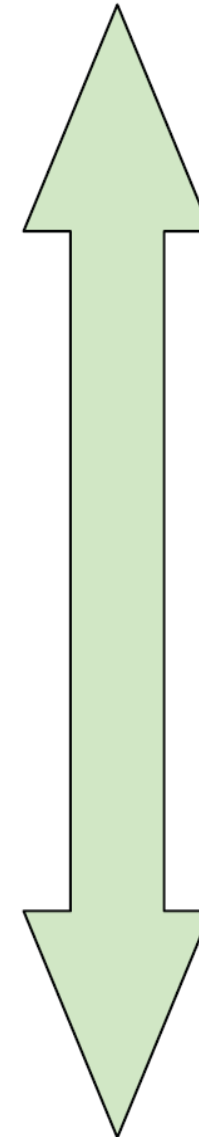
# Force field analysis

## CURRENT SITUATION



# 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

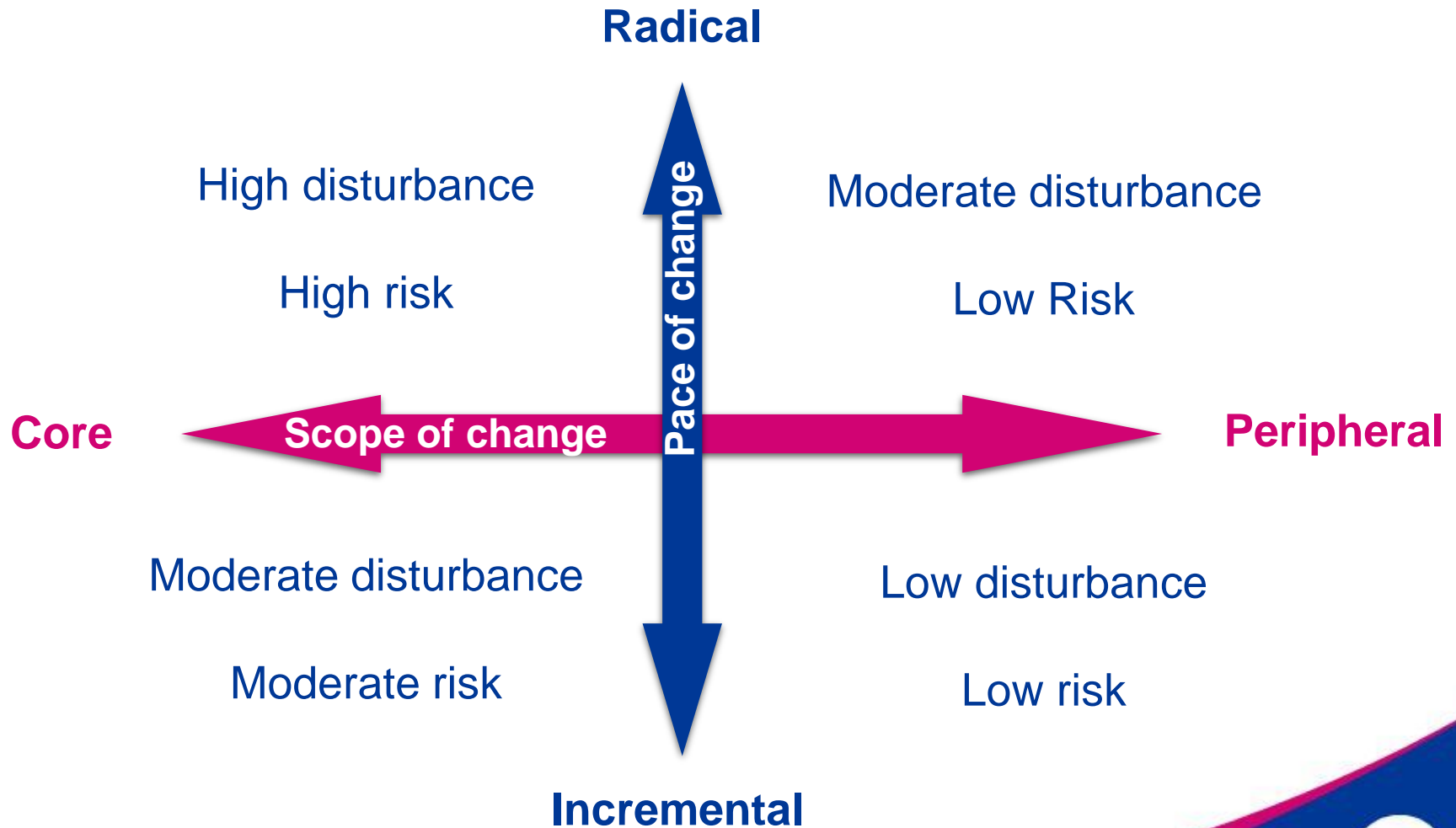
**PERSONAL  
IMPACT**

Lack of individual  
commitment

**EMBED CHANGE  
SO IT'S BUSINESS  
AS USUAL**

Revert to the  
old ways

# Potential impact of change...





# Change – from theory to practice

- Identify a commissioning change process you are currently involved in
- Reflect on the change models
- How do they help you to identify the nature of the change, and your role within it?

# Contact us



<https://ipc.brookes.ac.uk>



[ipc\\_courses@brookes.ac.uk](mailto:ipc_courses@brookes.ac.uk)



[@ipc\\_brookes](#)



01865 790312



[institute-of-public-care-brookes](#)