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

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

National Audit Office

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

Principals 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?

Transition plan

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 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.

The Change Curve

Source: Kubler Ross (1997) On Death and Dying

Types of resistance

Cognitive

Ideological

Psychological

Power Driven

Reproduced from Commissioning Support Programme (2010) A-Z of Commissioning

Support

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

Change theory in a ‘nutshell’

Prepare the organisation and individuals for change

Realise the change

Make sure that the change becomes “business as usual”

Lewin, K (1951)

Potential impact of change…

Pennington, G. (2003)

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

Source: Lockitt B (2004) Change Management

The Change Jigsaw

Key: ESSENTIAL FOR CHANGE
Symptom of missing piece

Adapted from Kotter, J (1996)

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?

Taught Sessions: dates in your diaries/calendars

- Module 4: 15th March ‘23

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