

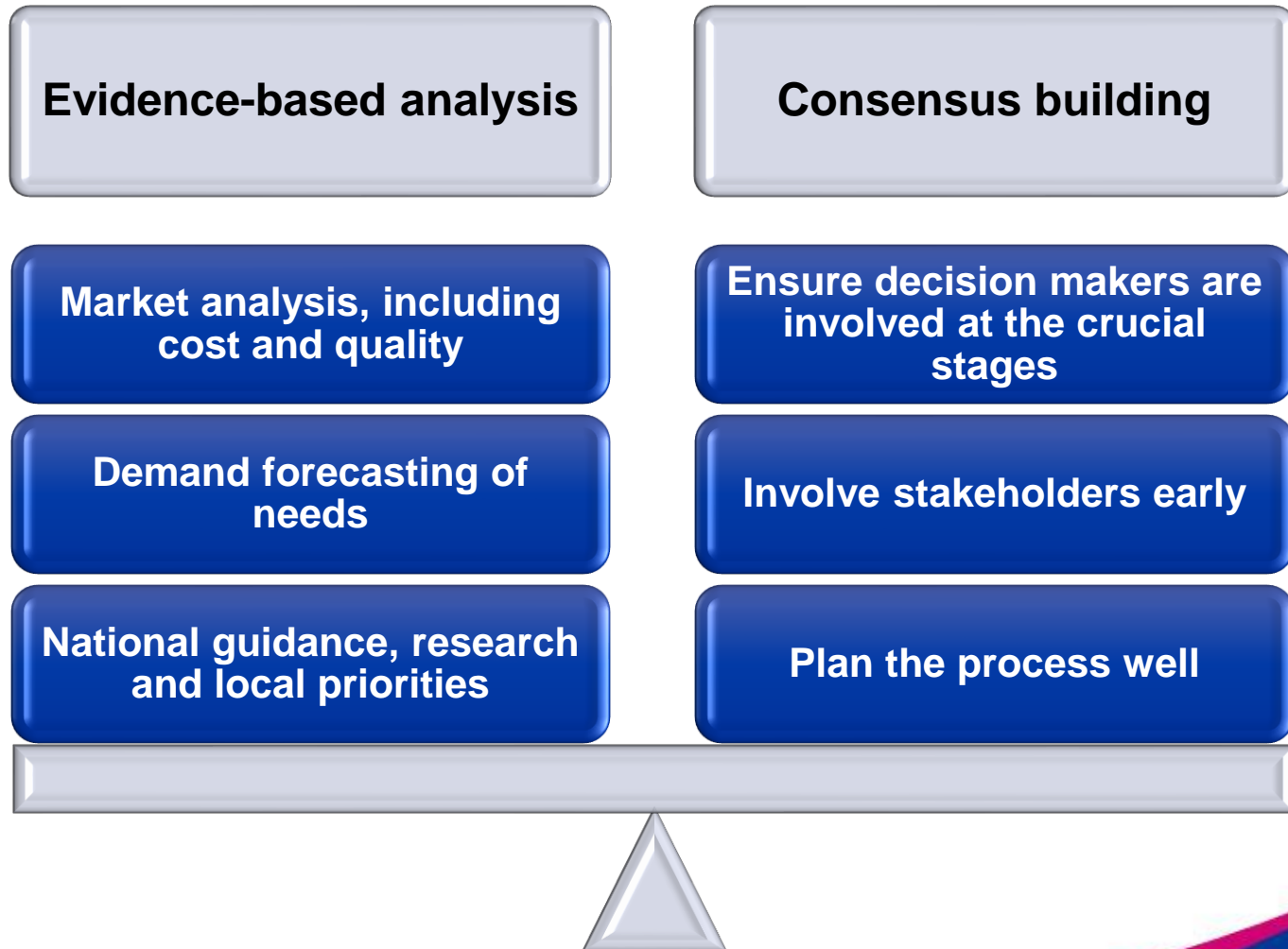
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institute of
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Commissioning – a change activity

A balance of activities



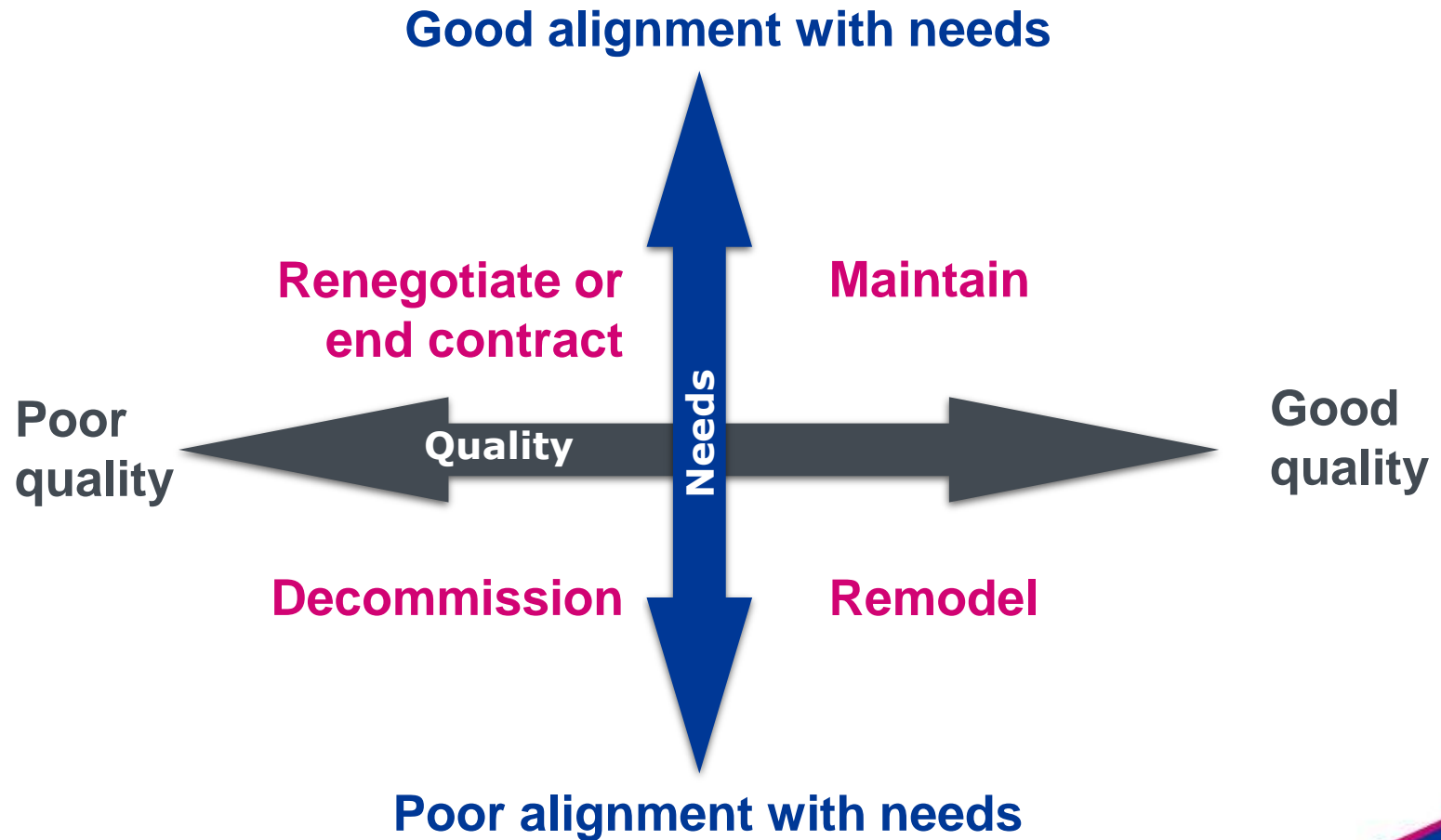
Why change services?



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

Why decommission?

- Reductions in demand
- Provider failure (eg closing a care home)
- Quality/performance issues (contract end)
- Regulatory pressures (incl estates)
- Service redesign
- Efficiencies
- Saving money

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

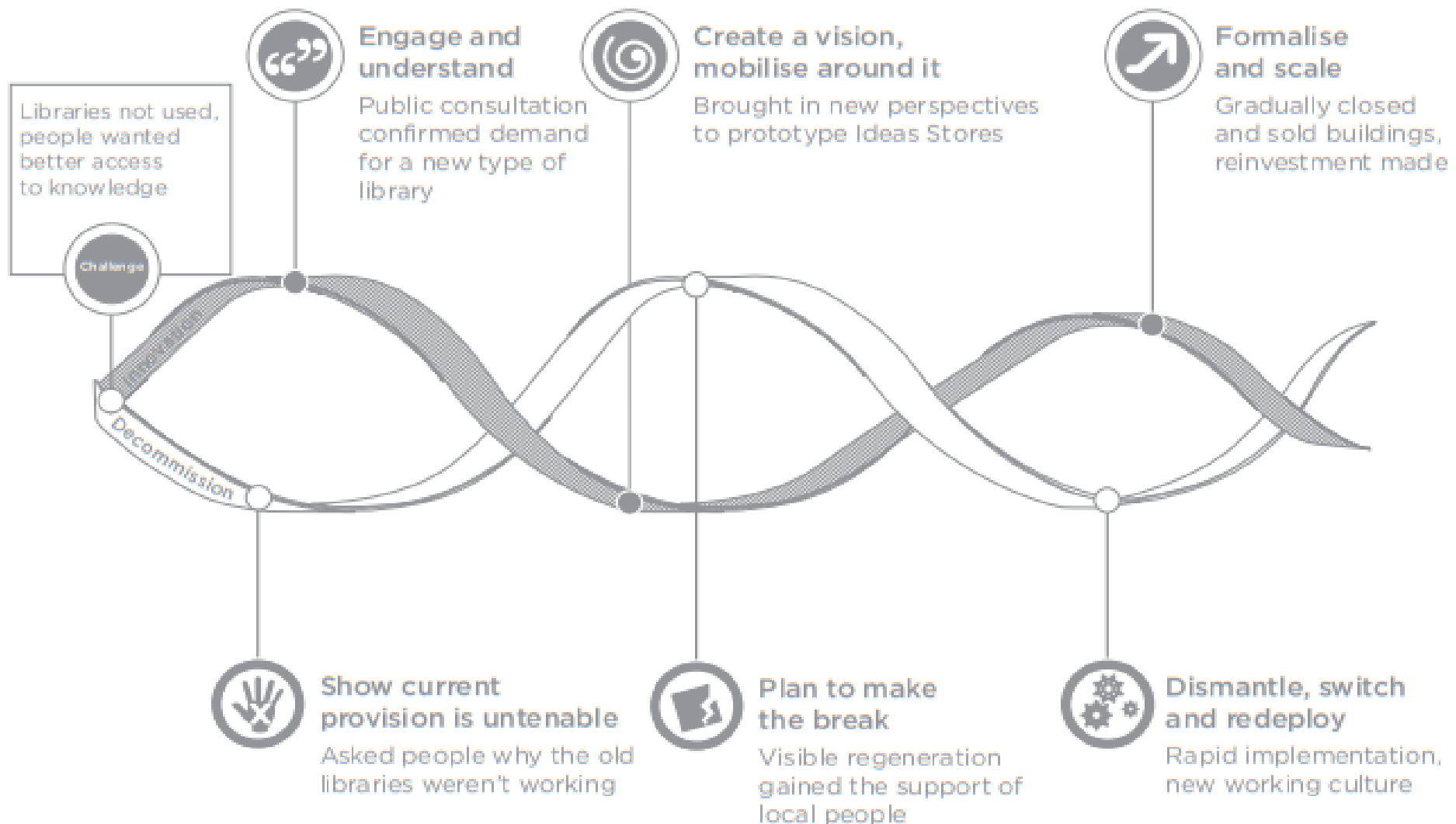
Comply with a <u>decision</u> that may have already been taken by others and produces a tactical solution that seeks savings by ending a service	Considers all <u>options</u> to meet the needs of stakeholders, innovating, & testing options as appropriate to deliver a sustainable solution
Carries out <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?



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Transition plan

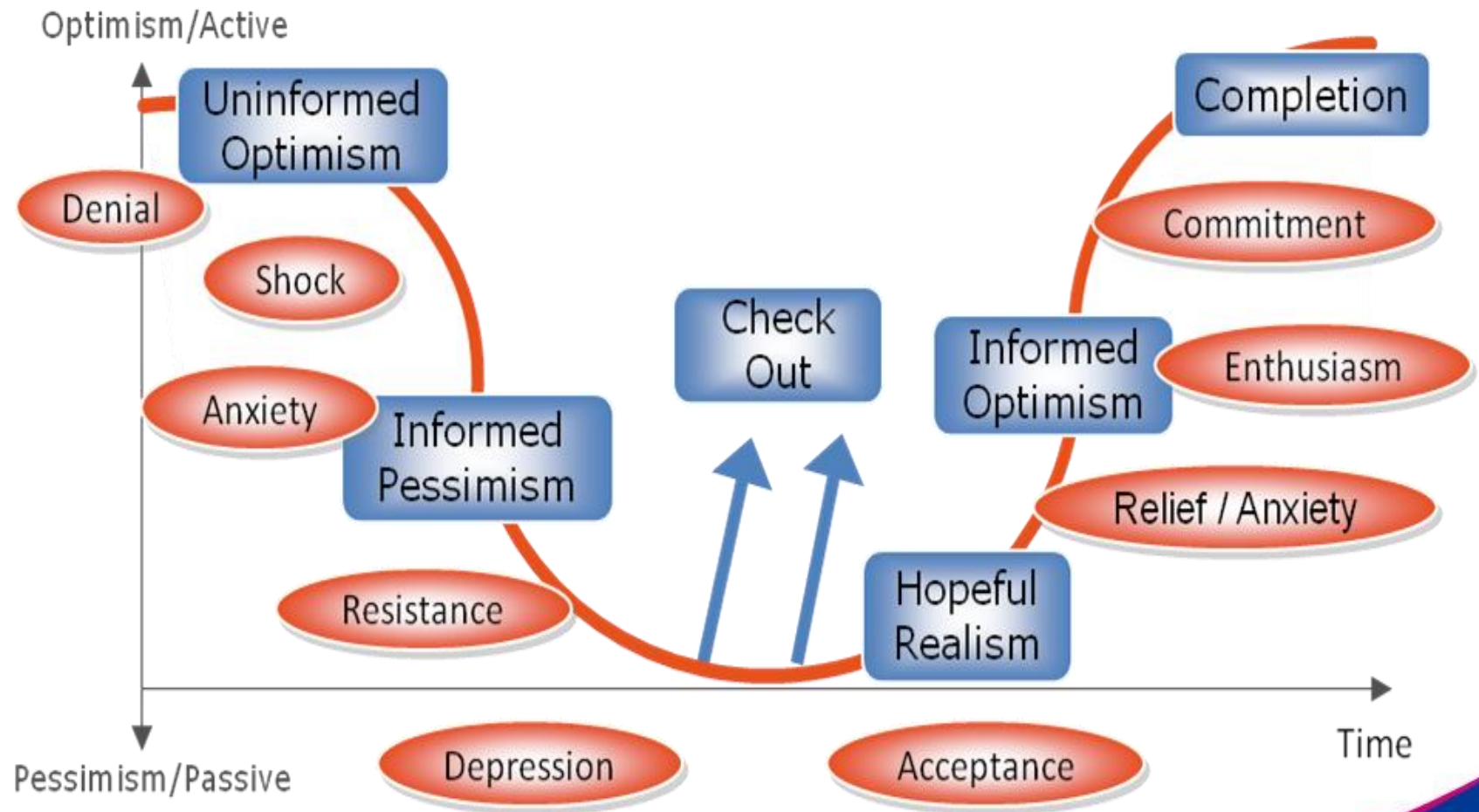
Area	Comments
Service standards	Agreed service standards to be met as the service goes through transition, to protect patients/service users
Timescale	Clarity about the timescale you be working to, and what flexibility there is within this
Information sharing	Agreements about sharing and if necessary 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



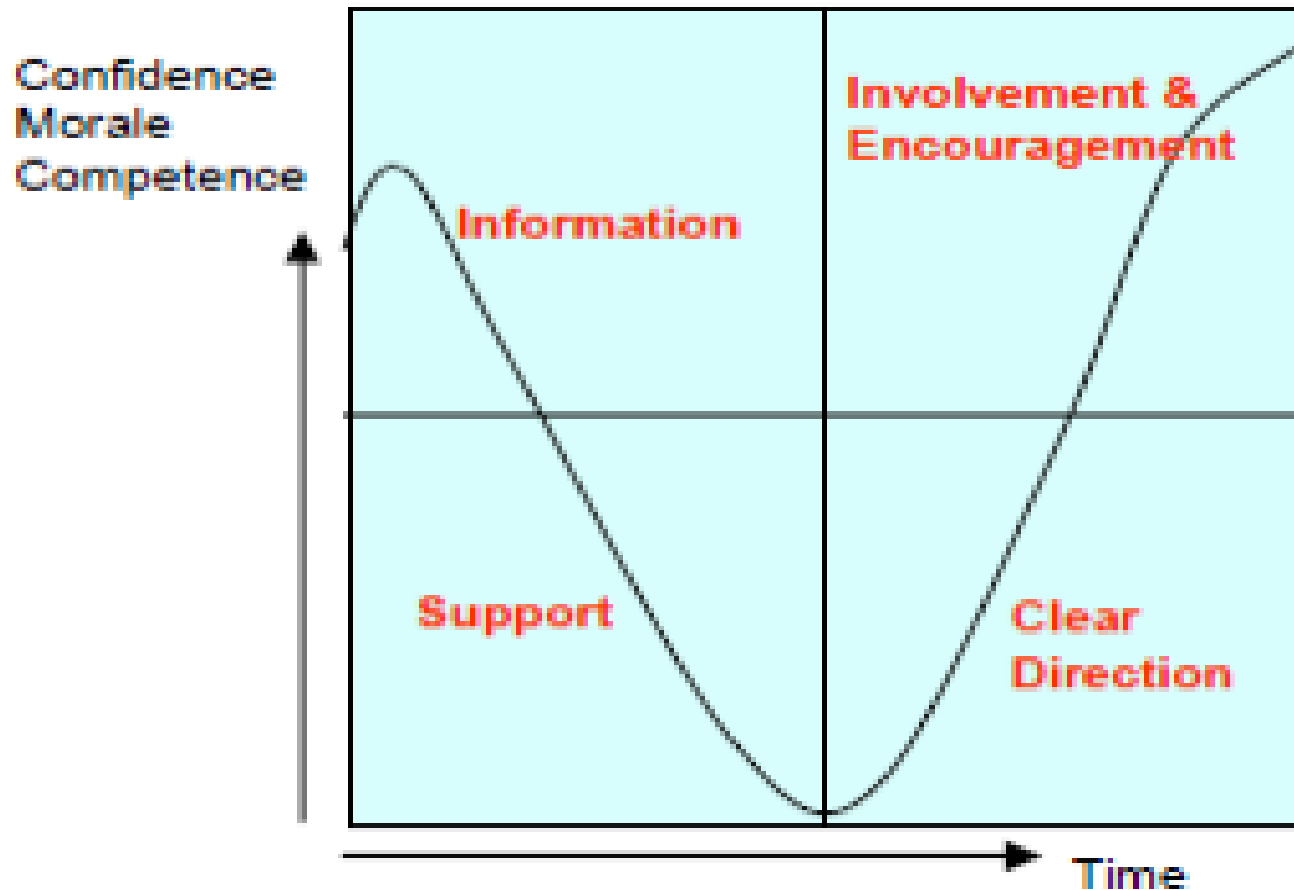
Source: Kubler Ross (1997) On Death and Dying

Types of resistance



Cognitive
Ideological
Psychological
Power Driven

Support



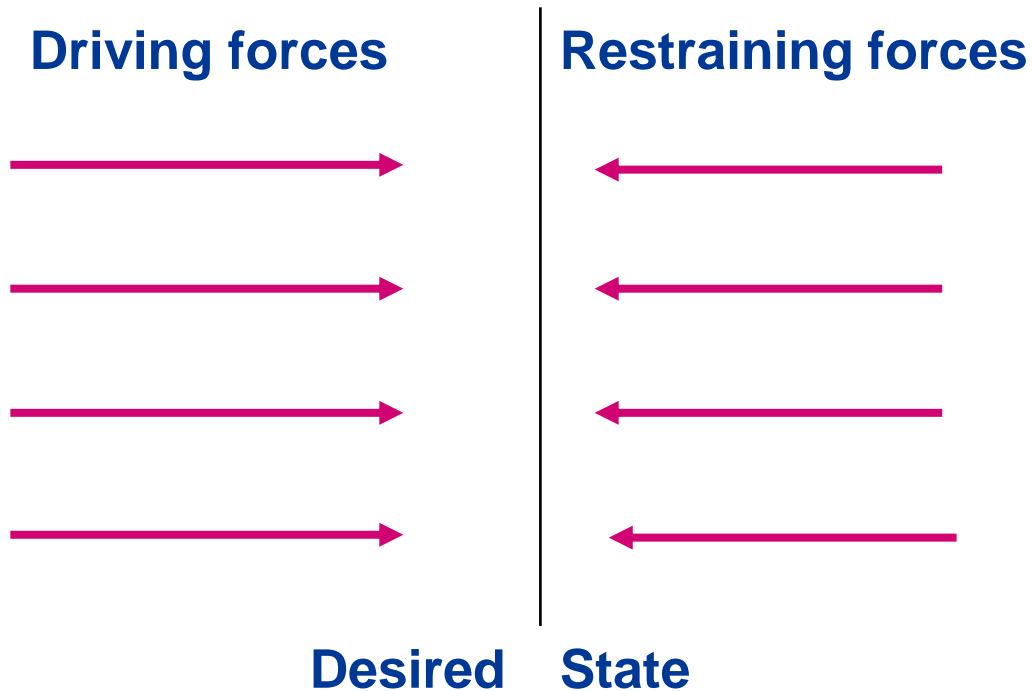
UCL (2008) A Toolkit: Leading and Managing
Successful Change for Yourself & Others

Force field analysis

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

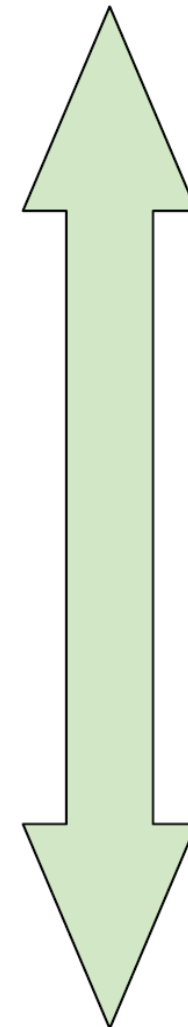
Force field analysis

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

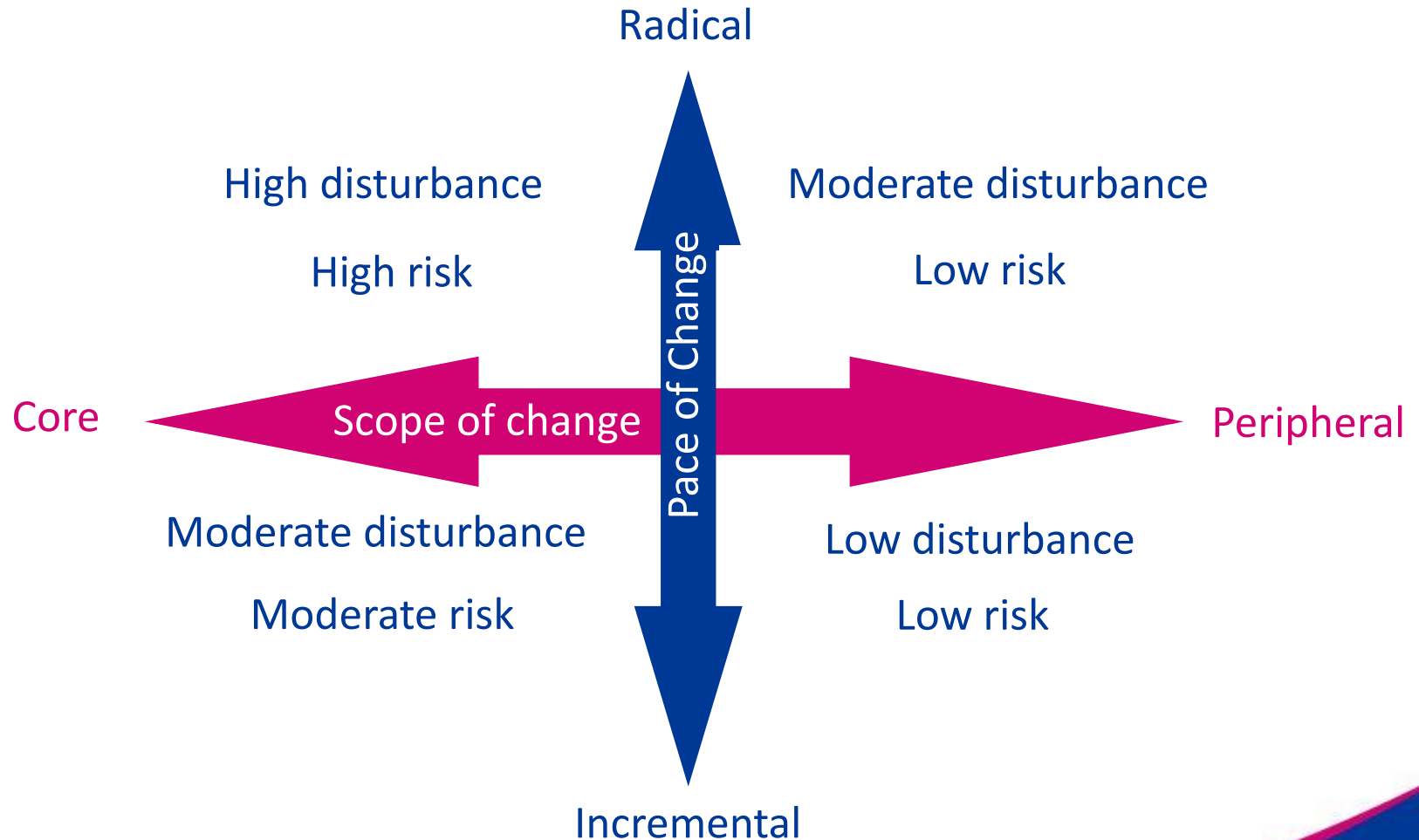
PERSONAL IMPACT

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?

More information

- NESTA 2012 [The Art of Exit](#): In search of creative decommissioning.
- [National Audit Office Decommissioning Toolkit: How to Decommission Public Services Delivered by Civil Society Organisations](#)
- IPC (2010) [Guide to decommissioning and service reconfiguration in adult social care](#)
- National Youth Agency. [A Practical Guide to Commissioning Services for Young People Part 8: Decommissioning Checklist](#)

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ipc_courses@brookes.ac.uk



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