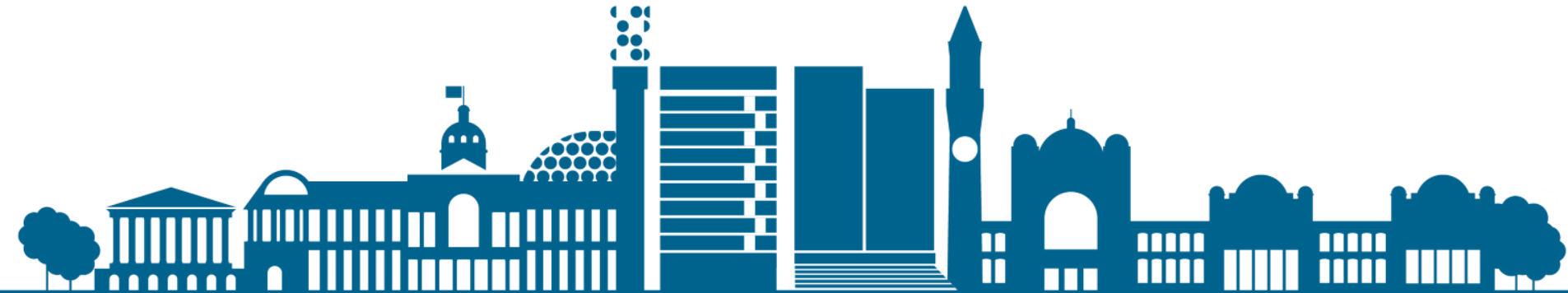




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Service changes in health and/or care are being considered in your locality and you are involved. The case for change is partly driven by changing health and care need and the corresponding requirement to deliver services in different ways. However, it is also driven by the urgent requirement to make financial savings in a context of tight budgets.

The plans that are being considered include potentially contentious options such as hospital merger or closure, reductions in the number of community care beds, and rationalisation of maternity and paediatric services. In social care, options include closure of care homes.

- a) What barriers and problems do you foresee?
- b) What examples of good practice are you aware of?



Possible aspects to consider

1. Setting over-arching aims and objectives
2. Getting evidence to support decision making
3. Navigating national context and requirements
4. Involving professional and other colleagues
5. Engaging with communities
6. Other stakeholders (partners, workforce, patients, politicians, media)
7. Designing a change process
8. Measuring outcomes



Good practice principles

- Exchange experiences...
- Enlist leaders and specialists...
- Plan for the long-term...
- Make the positive case...
- Match means to ends...
- Engage communities...

Potential pitfalls

- ...importing models and tools
- ...over-investing in external experts
- ...inertia
- ...disingenuousness
- ...process costs > savings
- ...rationalism, 'volunteerism' and the endless consultation

Understand your context

