

Health Services Management Centre
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CCG Survey: Participant Information Sheet

Decommissioning health care: identifying best practice through primary and secondary research

You are being invited to take part in an online survey for the above study. Before you decide it is important for you to understand why the research is being carried out and what it will involve. Please take time to read the following information carefully and discuss it with others if you wish. Ask us if there is anything that is not clear or if you would like more information.

What is the purpose of the study?

Health care systems such as the NHS have to balance the need to make efficiency savings whilst also maintaining high quality care and this creates challenges for those responsible for planning or commissioning services. As well as investing in new provision attention has increasingly turned to the need to ‘decommission’ services that are no longer deemed essential or effective. However, decommissioning – defined as the planned process of removing, reducing or replacing health care services—remains strikingly under-researched. This project is designed to address this important knowledge-practice gap.

The overall purpose of this study is to formulate evidence-informed best practice guidance to enable the effective decommissioning of NHS services. To this end the project will address three key research questions:

- What is the international evidence and expert opinion regarding best practice in decommissioning health care services?
- How and to what extent are NHS organisations currently decommissioning services?

- What factors and processes facilitate the successful implementation of decisions to decommission NHS services?

Why have I been chosen?

You have been identified as having an important perspective and/or experience in relation to this topic. This is for the following reasons:

- You may have been involved in recent decommissioning projects within the NHS
- You work in an organisation that has key responsibilities in relation to decommissioning

What will my participation involve?

We would like you to take part in a survey. This will involve answering some questions about your views and experiences in relation to decommissioning health care services. As well as a set of pre-set questions to answer, the survey will also offer you the opportunity to make additional comments and explain your answers in more depth, therefore you will be able to raise any issues of importance to you. With your permission survey results will be stored anonymously and analysed. You will have an opportunity to see early versions of study findings and to feed in your views on these.

Do I have to take part?

Your participation is voluntary. You can either agree or decline to take part in the survey. Please note once you have submitted your survey responses you will not be able to withdraw from the study.

Will my taking part in this study be kept confidential?

Each participant in the research will be assigned a unique ID number and their responses will be referred to by this number. Details of which individual participant is linked to each individual ID number will be kept strictly confidential and will be known only to the research team.

During the writing up of the research any direct quotation will be attributed to either a generic job title or a generic role within the study (e.g. 'Director A' or 'Commissioner B') and organisation ('Trust A'). The data will not identify interviewees by name.

Data from the survey will be held securely by the Research Team for a period of ten years before being destroyed; this is in line with the University of Birmingham's Code of Practice for Research.

What will happen to the results of the research study?

The research will be written up as a final report to the funder and in papers for both professional and academic journals, and will be presented at professional and academic conferences. We will also hold feedback events with participants as well as groups of service-users and patients.

Who is funding the research?

The research is funded the by the National Institute for Health Research (NIHR) for a period of three years. The sponsor for the research is the University of Birmingham. The study is also supported by NICE and NHS England.


What indemnity arrangements are in place?

This study is covered by the University of Birmingham's insurance policy for negligent harm. The study is not covered for non-negligent harm, as this is not included in the University of Birmingham's standard insurance policy.

How can I get further information?

Please contact Dr Iestyn Williams (tel. XXXX/ [XXXX](#)) or Dr Jenny Harlock (tel. XXXX/ [XXXX](#)) for further information.

Thank you for your help.



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Commissioning and decommissioning in the English NHS:

A survey of CCGs

Dear

Current financial pressures mean that as well as considering what new services are required to meet health care needs, some commissioners are considering whether some existing services and interventions can be discontinued or replaced. However this activity - referred to here as 'decommissioning' – can be highly sensitive and controversial. What's more, there is little by way of evidence based guidance to help with the identification and appraisal of decommissioning options or for implementing decommissioning proposals. This research aims to address these gaps.

Examples of decommissioning might include:

- Reducing investment in or access to a specific treatment
- Replacing existing services (including, for example, transferring the delivery of services into more cost effective or accessible settings)
- Closure or discontinuation of health care programmes and organisations

We would like you to take part in a survey about this topic due to your role in a clinical commissioning group. The aims of this survey are:

- To find out what, if any, decommissioning is currently planned or underway
- To gather the views of commissioners regarding their role and capacity in relation to decommissioning
- To gather further information on specific decommissioning projects where these have been undertaken

The survey comprises 6 questions, and you are asked to complete it by 7th March 2014. We recommend that you read through the survey first, and then allow yourself sufficient time to complete the whole survey. The survey should take approximately 15-20 minutes to complete.

Thank you for your help.

SECTION 1

Please state your job title and organisation below (please note this information will only be known to and used by the research team, in order to record who has taken part in this survey. This information will not be used in any presentation or dissemination of the results):

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SECTION 2: DECOMMISSIONING ACTIVITY

2.1 To my knowledge there are:

Decommissioning activities that are planned but have not yet begun to be implemented within my CCG area

Yes No

Decommissioning activities that are already being implemented within my CCG area

Yes No

Decommissioning activities that have been completed* within my CCG area within the last 18 months

Yes No

**Completed means fully implemented.*

If you answered 'no' to **all** of the above please move straight on to **Section 4** of the survey.

2.2 If you answered **yes** to any of the above, please tell us the **number** of decommissioning projects that **you are aware of** that are planned, currently being implemented, and/or have been completed in your CCG area within the last 18 months:

Number of projects:

Planned
 Being implemented
 Completed

2.3 Please state the **number** of **each** of the following **type(s)** of decommissioning projects you are aware of (continues overleaf):

- Removal or replacement of a treatment from a formulary or patient pathway
- Relocation/replacement of a service as part of reconfiguration
- Relocation/replacement of a service from an acute to a community setting
- Closure of a service
- Partial closure of a service
- Closure of a primary health care organisation
- Partial closure of a primary health care organisation
- Closure of an acute health care organisation
- Partial closure of an acute health care organisation
-
- Other
- Please specify*.....

- Not sure

2.4 Please use this space to provide any further comments:

.....

SECTION 3: PROFILE OF DECOMMISSIONING ACTIVITY

3.1 We would like you to select **ONE** of the decommissioning projects you have described in Section 2 and answer some questions about this work. We recommend you select the decommissioning project that you are most familiar with.

Please **tick** which type of decommissioning project you have chosen to discuss and whether it is currently planned, being implemented or completed:

	<i>Planned</i>	<i>Being implemented</i>	<i>Completed</i>
Removal or replacement of a treatment from a formulary or patient pathway	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relocation/replacement of a service as part of reconfiguration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relocation/replacement of a service from an acute to a community setting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Closure of a service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partial closure of a service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Closure of a primary health care organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partial closure of a primary health care organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Closure of an acute health care organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partial closure of an acute health care organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please specify

.....

3.2 Please explain your role in the decommissioning project:

.....

3.3 What were the intended outcomes of the decommissioning project? (Please **tick all that apply**):

- Cost/Budgetary savings
- Improved cost effectiveness
- Reduced duplication of services

- Improved patient safety
- Improved clinical effectiveness
- Improved patient experience
- Improved population health/well-being
- Reduced inequalities
- Improved access to services
- Greater alignment with strategic priorities
- Other

Please specify

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Not sure

3.4 Please indicate any methods employed in or planned for the decommissioning project (please tick all that apply):

- Stakeholder mapping
- Stakeholder workshops
- Needs assessment
- Public engagement and involvement
- Scenario planning
- Health Technology Assessment
- Programme Budgeting and Marginal Analysis
- No formal methods
- Other

Please specify

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Not sure

3.5 Please tick the boxes indicating which organisation led or will lead the decommissioning project described in section 3.1 (continues overleaf):

- Clinical Commissioning Group
- Local Authority
- Local provider organisation
- National government department
- NHS England

Jointly led with another partner/organisation
 Please specify.....

Other
 Please specify

Not sure

3.6 Please select from the options below the ways in which the below groups and organisations have been, or will be, involved in the different stages of the decommissioning project described in section 3.1. Please **write your selection** as indicated in the example below:

- A. Actively involved
- B. Consulted
- C. Provided with information
- D. No involvement
- E. Not applicable
- F. Not sure

	<i>Decision-making</i>	<i>Planning</i>	<i>Implementation</i>	<i>Review</i>
	(e.g. A)			
Clinical commissioning group
Local provider organisation(s)
Clinical professionals (primary care)
Clinical professionals (secondary care)
Patient and community groups

Public/citizens

Other

Please specify.....
.....
.....

3.7 If the project is in the planning stages, please move to **Section 4**. If the project is being implemented or has been completed, please **tick** whether the following factors had a positive or negative influence on the overall implementation process:

	<i>Positive</i>	<i>Negative</i>	<i>No influence</i>	<i>Not sure</i>
Implementation costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scale of project (e.g. geography, number of organisations involved)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive leadership/management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of evidence base	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of implementation plans/planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff training and skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clinical engagement and support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient and public views	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Views of local elected politicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please

specify.....
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3.8 Please **tick** which of the following outcomes have been observed to date for the decommissioning project described in section 3.1:

	<i>Increased</i>	<i>Decreased</i>	<i>Too early to tell</i>	<i>No change</i>	<i>No evidence</i>	<i>Not sure</i>
Cost/Budgetary savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clinical effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Population health/well-being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inequalities/access to services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alignment with strategic priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*please
specify*

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3.9 Please **tick** the extent to which you agree with the following statement:

Overall I believe that the decommissioning project described in section 3.1 achieved its *intended* outcomes

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Too early to say	Not sure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.10 Please use this space to provide any further comments:

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SECTION 4: DISCONTINUED DECOMMISSIONING PROJECTS

4.1 Are you aware of any decommissioning projects in your CCG area within the last 18 months that were planned but discontinued?

Yes No

If you answered **no**, please move to **Section 5**.

If you answered **yes**, from the list below please state the **number of each type** of decommissioning project(s) that was discontinued:

Removal or replacement of a treatment from a formulary or patient pathway	<input type="checkbox"/>
Relocation/replacement of a service as part of reconfiguration	<input type="checkbox"/>
Closure of a service	<input type="checkbox"/>
Partial closure of a service	<input type="checkbox"/>
Closure of a primary health care organisation	<input type="checkbox"/>
Partial closure of a primary health care organisation	<input type="checkbox"/>
Closure of an acute health care organisation	<input type="checkbox"/>
Partial closure of an acute health care organisation	<input type="checkbox"/>
Other	<input type="checkbox"/>
Please specify.....	

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4.2 We would now like you to select **ONE** of these decommissioning projects and explain below why the project was discontinued. We recommend you select the project you have the greatest knowledge about in order to complete this question.

Please **tick** the type of decommissioning project you have chosen:

- Removal or replacement of a treatment from a formulary or patient pathway
- Relocation/replacement of a service as part of reconfiguration
- Closure of a service
- Partial closure of a service
- Closure of a primary health care organisation
- Partial closure of a primary health care organisation
- Closure of an acute health care organisation
- Partial closure of an acute health care organisation
- Other

Please specify.....
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Please explain why the project was discontinued.

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SECTION 5: YOUR ORGANISATION’S ROLE IN RELATION TO DECOMMISSIONING

5.1 Please **tick** the extent to which you agree with the following statements:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not sure
<i>My organisation has the necessary capacity (dedicated time and personnel) to undertake decommissioning</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My organisation has the necessary capability (skills, expertise and authority) to undertake decommissioning</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My organisation has the necessary financial resources to undertake decommissioning</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.2 Have you accessed any of the following organisations and sources in order to obtain support to plan and/or carry out commissioning and decommissioning? (Please **tick all that apply**):

	Commissioning	Decommissioning
Commissioning Support Units	<input type="checkbox"/>	<input type="checkbox"/>
Private provider	<input type="checkbox"/>	<input type="checkbox"/>
Voluntary sector provider	<input type="checkbox"/>	<input type="checkbox"/>
Government agency/department	<input type="checkbox"/>	<input type="checkbox"/>
University department	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>
<i>Please specify</i>		
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SECTION 6

Please use the space below to provide any further comments on decommissioning and/or this survey

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FINISH

Thank you for your contribution.

Please tick if you would like to be kept informed of progress in this project and/or if you would be willing to be approached further for the research. Please provide your name and contact details in the space below.

Yes No

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