
Postgraduate Certificate in Health and Social Care Commissioning

Strategic Planning and Change Management in Health and Social Care Commissioning

Strategic Planning and Change Management are two critical areas in Health and Social Care Commissioning. These concepts involve carefully planned and coordinated activities to ensure the effective and efficient delivery of health and social care services. This explanation will cover key terms and vocabulary related to strategic planning and change management in Health and Social Care Commissioning.

Strategic Planning:

1. **Mission Statement:** A mission statement outlines the purpose and objectives of an organization. It defines the organization's reason for existence and what it aims to achieve.

Example: A mission statement for a Health and Social Care Commissioning organization might be: "To ensure the provision of high-quality, accessible, and affordable health and social care services to the local population, working in partnership with service providers and users."

2. **Vision Statement:** A vision statement outlines the long-term goals and aspirations of an organization. It describes where the organization wants to be in the future.

Example: A vision statement for a Health and Social Care Commissioning organization might be: "To be a leading commissioner of health and social care services, recognized for delivering excellence, innovation, and value for money."

3. **Objectives:** Objectives are specific, measurable, achievable, relevant, and time-bound (SMART) targets that an organization aims to achieve.

Example: An objective for a Health and Social Care Commissioning organization might be: "To reduce emergency department admissions by 10% over the next 12 months by improving access to primary care services."

4. **SWOT Analysis:** A SWOT analysis is a tool used to identify an organization's strengths, weaknesses, opportunities, and threats. It helps an organization understand its internal and external environment and identify areas for improvement.

Example: A SWOT analysis for a Health and Social Care Commissioning organization might identify strengths such as a strong reputation for quality services, weaknesses such as a lack of resources, opportunities such as new funding streams, and threats such as increasing demand for services.

5. **PESTLE Analysis:** A PESTLE analysis is a tool used to analyze the political, economic, social, technological, legal, and environmental factors that impact an organization. It helps an organization understand the

broader context in which it operates and identify potential risks and opportunities.

Example: A PESTLE analysis for a Health and Social Care Commissioning organization might identify political factors such as changes to government policy, economic factors such as funding cuts, social factors such as demographic changes, technological factors such as the increasing use of digital health tools, legal factors such as data protection regulations, and environmental factors such as climate change.

Change Management:

1. Stakeholder Analysis: A stakeholder analysis is a tool used to identify and analyze the interests and influence of different stakeholders in a change process. It helps an organization understand who will be affected by the change and how they may respond.

Example: A stakeholder analysis for a Health and Social Care Commissioning organization implementing a new electronic patient record system might identify stakeholders such as clinicians, patients, and administrative staff and analyze their level of support for the change.

2. Change Curve: The change curve is a model that describes the emotional response of individuals to change. It identifies different stages of reaction, including denial, resistance, exploration, and commitment.

Example: A Health and Social Care Commissioning organization implementing a new service delivery model might use the change curve to anticipate staff reactions and develop strategies to support them through the change process.

3. Resistance to Change: Resistance to change is a common response to organizational change. It can take many forms, including passive resistance, active resistance, and constructive resistance.

Example: A Health and Social Care Commissioning organization implementing a new performance management system might encounter resistance from staff who feel threatened by the change or lack the necessary skills to use the new system.

4. Change Agent: A change agent is a person or group who drives and facilitates organizational change. They may be internal or external to the organization.

Example: A Health and Social Care Commissioning organization implementing a new care pathway for people with chronic conditions might appoint a change agent to lead the project and engage stakeholders.

5. Communication Plan: A communication plan is a document that outlines how an organization will communicate with stakeholders during a change process. It includes key messages, communication channels, and timelines.

Example: A Health and Social Care Commissioning organization implementing a new service delivery model might develop a communication plan that includes regular updates to staff, patient information leaflets, and a dedicated project website.

In conclusion, strategic planning and change management are critical areas in Health and Social Care

Commissioning. By understanding key terms and concepts, organizations can develop effective strategies for delivering high-quality, accessible, and affordable health and social care services. Whether it's conducting a SWOT analysis, engaging stakeholders, or managing resistance to change, these tools and techniques can help organizations navigate the complex and dynamic landscape of health and social care commissioning. By applying these concepts in practice, organizations can ensure that they are well-positioned to meet the needs of their users and contribute to improved health outcomes for the population.