 

Change Management and Commissioning Competencies Resources Toolkit



July 2018

Acknowledgement

This document has been developed by the Australian Government Department of Health and PwC as part of a project funded by the Department to develop guidance, tools and training for Primary Health Networks (PHNs) on commissioning. It has been co-designed with PHNs through the PHN Commissioning Working Group and the relevant sub-groups and informed by interviews with, and case studies from, some PHNs. The active contribution of the PHNs in the development of this guide is appreciated.

Helen Dickinson, Associate Professor Public Service Research and Director Public Services Research Centre, University of New South Wales, Canberra has provided insight on the commissioning evidence base.

© Commonwealth of Australia 2018

This work is copyright. You may download, display, print and reproduce the whole or part of this work in unaltered form for your own personal use or, if you are part of an organisation, for internal use within your organisation, but only if you or your organisation do not use the reproduction for any commercial purpose and retain this copyright notice and all disclaimer notices as part of that reproduction. Apart from rights to use as permitted by the Copyright Act 1968 or allowed by this copyright notice, all other rights are reserved and you are not allowed to reproduce the whole or any part of this work in any way (electronic or otherwise) without first being given the specific written permission from the Commonwealth to do so. Requests and inquiries concerning reproduction and rights are to be sent to the Communication Branch, Department of Health, GPO Box 9848, Canberra ACT 2601, or via e-mail to copyright@health.gov.au.

Preferred citation: Australian Government Department of Health. (2018). *Change Management and Commissioning Competencies Resources Toolkit.* Available at: http://www.health.gov.au/internet/main/publishing.nsf/Content/PHNCommissioningResources

Disclaimer

Opinions expressed in this document are those of the authors and not necessarily those of the Australian Government Department of Health. Data may be subject to revision.

Note

This toolkit does not override the requirements set out in the PHN Funding Agreement.

Table of contents

[Acknowledgement 2](#_Toc516153923)

[Note 2](#_Toc516153924)

[Table of contents 3](#_Toc516153925)

[1 Overview 4](#_Toc516153926)

[1.1 Purpose 4](#_Toc516153927)

[1.2 Structure 4](#_Toc516153928)

[2 List of tools and resources 5](#_Toc516153929)

# Overview

## Purpose

This document provides a list of tools and resources that relate to key commissioning competencies that PHNs may choose to draw upon in developing their capability in commissioning primary health care. This list does not attempt to identify all tools that are available, but identifies some key tools that could be useful to PHNs.

## Structure

This document contains a table of tools and resources that includes a column which corresponds to the key commissioning competencies referred to in the 2018 *Change Management and Commissioning Competencies Guidance*.

Other guidance and toolkits that have been written for PHNs (available at: <http://www.health.gov.au/internet/main/publishing.nsf/Content/PHNCommissioningResources>) that can be used in the development of commissioning competencies include:

* 2018 Market Making and Development Guidance
* 2018 Market Making and Development Toolkit
* 2018 Change Management and Commissioning Competencies Guidance
* 2018 Change Management and Commissioning Competencies Toolkit
* 2018 PHN Commissioning Competencies Self-Assessment Tool *(unpublished)*
* 2018 Monitoring and Evaluation Guidance
* 2018 Monitoring and Evaluation Toolkit[[1]](#footnote-1)

# List of tools and resources

All references marked ‘Accessed online 2018’ do not have a specific date when the article/reference was published.

Table 1: List of tools and resources

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Title | Competency | Author | Year | Link | Description  | How/when a PHN would use this  |
| Cultural Respect Framework 2016-2026 for Aboriginal and Torres Strait Islander Health | Leadership and change management | Australian Health Ministers’ Advisory Council | 2016 | www.coaghealthcouncil.gov.au/Publications/Reports | Developed specifically for the health sector this resource provides a framework to guide strategies to improve culturally respectful services | In all aspects of the commissioning process when working with Aboriginal or Torres Strait Islander people or communities |
| Cultural competency in the delivery of health services for indigenous people. Issues Paper No. 13 | Leadership and change management | Bainbridge R, McCalman J, Clifford A, and Tsey K. | 2015 | aifs.gov.au/publications/cultural-competency-delivery-health-services-indigenous-people | Examination of evidence on cultural competence in health care settings to identify approaches and strategies that can contribute to the development and implementation of indigenous health services and programs | In all aspects of the commissioning process when working with Aboriginal or Torres Strait Islander people or communities |
| Using change concepts for improvement | Leadership and change management | Institute for Healthcare Improvement (US)  | Accessed online 2018 | www.ihi.org/resources/Pages/Changes/UsingChangeConceptsforImprovement.aspx | An overview of key change concepts that can be adopted by PHNs to help both individuals and teams make improvements in leadership and change management  | In implementing changes aimed at improvement |
| Change management toolkit | Leadership and change management | University of Bath (UK) | Accessed online 2018 | www.bath.ac.uk/hr/learning/change-kit/index.html | A change management toolkit that sets out what PHNs will need to consider at all stages of a change process | In leading and managing change across the primary health system |
| Your change management toolkit | Leadership and change management | Mind Tools (US) | Accessed online 2018 | www.mindtools.com/pages/article/newPPM\_87.htm | A suite of change management tools for PHNs to consider:* A method for identifying, prioritising and understanding PHN stakeholders
* A training needs assessment
* Impact of a proposed change on suppliers, inputs, processes, outputs and customers
* Actions to identify the components of change and support those impacted by change
 | In understanding, planning, implementing and communicating change |
| Managing change index | Leadership and change management | The University of Sheffield (UK) | Accessed online 2018 | www.sheffield.ac.uk/hr/guidance/change/toolkit/managingchange | Tips, guidance, flow charts and templates for change management, particularly in avoiding duplication in restructuring. Suggested tools that may be relevant to PHNs include organisation change management plan template, change wellbeing risk assessment template, more specific timeline and checklists for restructuring and duplication which may be relevant to decommissioning and organisational change | Restructuring of the PHN or decommissioning |
| Experience based co-design toolkit | Co-design and community engagement | Australian Healthcare & Hospitals Association | 2017 | ahha.asn.au/experience-based-co-design-toolkit | Brings together existing co-design resources from the UK and NZ (particularly the two tools below) and contextualises them using Australian case studies | For applying an experience based co-design approach In the Australian context |
| Practice guide to co-design | Co-design and community engagement | Central and Eastern Sydney PHN | 2016 | https://www.cesphn.org.au/preview/our-region/1270-commissioning-mental-health-services-a-practical-guide-to-co-design-august-2016/file | A detailed guide on how to carry out a co-design workshop for commissioning mental health services | Conducting a co-design workshop, particularly for commissioning of mental health services |
| Co-Design Toolkit | Co-design and community engagement | WA Council of Social Service | 2017 | wacoss.org.au/library/wacoss-co-design-toolkit/ | Contains a range of practical tools for effectively engaging funders, community service organisations and the users of community services in the co-design of programs and services | When engaging funders, community service organisations and the users of community services in the co-design process |
| Cultural safety evaluation tool | Co-design and community engagement | Western Health Alliance Limited (AUS) | 2017 | www.wnswphn.org.au/uploads/documents/corporate%20documents/WHAL%20Cultural%20Safety%20Framework\_Part2\_User%20Guide.pdf | Guidance for primary health care organisations to assess levels of cultural safety | To assess the cultural capability of tenderers for the provision of primary health care and related services |
| Working with Aboriginal people and communities | Co-design and community engagement | NSW Department of Community Services | 2009 | www.community.nsw.gov.au/\_\_data/assets/pdf\_file/0017/321308/working\_with\_aboriginal.pdf | A practice guide to engaging and working with Aboriginal and Torres Strait Islander people and communities in a culturally aware and responsive manner | When engaging with Aboriginal and Torres Strait Islander people and communities |
| Public Participation Spectrum | Co-design and community engagement | International Association for Public Participation Australasia | 2014 | www.iap2.org.au/Tenant/C0000004/00000001/files/IAP2\_Public\_Participation\_Spectrum.pdf | This tool helps define the community’s role in public participation processes in a similar format to a RACI (Responsible, Accountable, Consulted, and Informed) | When including the community in the commissioning process |
| Health service co-design | Co-design and community engagement | Waitemata District Health Board (NZ) | 2010 | www.healthcodesign.org.nz/index.html | Interactive step by step guide and tips for effective co-design. It includes a range of flexible tools, such as templates for running workshops, patient outcomes statement, patient mapping, experience based survey, prototype selection, service blueprint and story guide for interviews | Implementing an effective co-design approach when working with patients in service improvements |
| Experience based co-design toolkit | Co-design and community engagement | Point of Care Foundation (UK) | Accessed online 2018 | www.pointofcarefoundation.org.uk/resource/experience-based-co-design-ebcd-toolkit/ | Step by step guide to carrying out experience based co-design, including short videos from staff and patients involved | For applying an experienced based co-design approach |
| Patient and Public Engagement Toolkit | Co-design and community engagement | South Central WCC Collaborative PPI Programme (UK) | 2013 | localdemocracyandhealth.files.wordpress.com/2013/09/ppe-toolit-south-central.pdf | Practical guidance to enable PHNs to engage patients and public in how services are planned, developed and delivered. It provides a more pro-active, developmental approach to engaging people, including establishing long-term mechanisms for engagements and highlights examples of good practice | Engaging with patients and the public as part of commissioning, particularly ‘hard to reach’ groups |
| Planning in a Commissioning Environment | Applying a population health approach | Australian Government Department of Health | 2016 | www.health.gov.au/internet/main/publishing.nsf/Content/PHNCommissioningResources | Outlines some of the characteristics relevant to planning by PHNs in a commissioning environment | As part of the annual planning phase |
| Population Health Approaches to Planning (Victorian Healthcare Association) | Applying a population health approach | Monash University | 2012 | vha.org.au/docs/20121003--position-statement--phap.pdfvha.org.au/docs/population-health-planning-framework\_creating-the-leadership-team.pdfvha.org.au/docs/population-health-planning-framework\_analyse-the-planning-context.pdfvha.org.au/docs/population-health-planning-framework\_identify-and-prioritise-the-issues.pdfvha.org.au/docs/population-health-planning-framework\_identify-and-prioritise-action.pdfvha.org.au/docs/population-health-planning-framework\_taking-action.pdfvha.org.au/docs/population-health-planning-framework\_evaluate-the-outcomes.pdf | Steps and guiding principles in developing an effective population health planning approach**Step1: Creating the leadership team** **Step 2: Analysing the planning context****Step 3: Identifying and prioritising the issues****Step 4: Identifying and prioritising actions****Step 5: Taking action****Step 6: Evaluating the outcomes** | In applying a population heath planning approach throughout the commissioning framework  |
| A Diagnostic Framework for Addressing Inequalities in Outcome at Population Level from Evidence-based Alcohol Harm Reduction Interventions | Applying a population health approach | Department of Health (UK) | 2011 | www.gov.uk/government/uploads/system/uploads/attachment\_data/file/215394/dh\_130530.pdf | Example of carrying out a population health approach to addressing inequalities in outcomes at a population level. The example is for addressing the impact of harmful and hazardous alcohol use on recognised inequalities in health, including in relation to cancer, stroke and coronary heart disease | It may be used to carry out a stock-take or to run a facilitated workshop that provides advice on achieving best outcomes at a population level |
| Wider determinants of health | Applying a population health approach | Public Health England (UK) | 2017 | fingertips.phe.org.uk/profile/wider-determinants/data#page/0/gid/1938133043/pat/6/par/E12000004/ati/102/are/E06000015 | Example of a data visualisation tool used to identify and assess the wider determinants of health in the UK | In considering the wider determinants of health and how they could be factored into PHNs’ commissioning processes |
| The Collective Impact framework | Collaborative arrangements | John Kania, Mark Kramer and Collaboration for impact (Australia) | Accessed online 2018 | www.collaborationforimpact.com/collective-impact/ | An innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and citizens to achieve significant and lasting social change | To tackle deeply entrenched and complex social problems |
| Partnerships analysis tool | Collaborative arrangements | VicHealth (AUS) | 2016 | www.vichealth.vic.gov.au/-/media/ResourceCentre/PublicationsandResources/General/The-partnerships-analysis-tool/The-partnerships-analysis-tool.doc?la=en&hash=3D6CED6E3A4EFC5A9722B8D8F6D096A51A3EBA2D | A tool for establishing, developing and maintaining partnerships for health promotion | For PHNs entering into or working as a partnership, this tool helps assess, monitor and maximise the partnership’s ongoing effectiveness |
| Partnership assessment tool | Collaborative arrangements | Canadian Coalition for Global health Research (Canada) | 2009 | www.ccghr.ca/wp-content/uploads/2013/05/PAT\_Interactive\_e-1.pdf | The tool is composed of a series of questions and exercises that, through subsequent discussions, will equip parties entering into health research partnerships with the means of assessing their partnership. It assesses the partnership through four stages: Inception, Implementation, Dissemination and “Good endings and new beginnings” | Assessing PHN’s partnerships at inception, their ongoing operations and at the end |
| Assessment scale for collaboratives | Collaborative engagements | Institute for Healthcare Improvement (USA) | 2018 | [www.ihi.org/resources/Pages/Tools/AssessmentScaleforCollaboratives.aspx](http://www.ihi.org/resources/Pages/Tools/AssessmentScaleforCollaboratives.aspx) | This scale provides a basic template to assess a team’s progress throughout an IHI Breakthrough Series Collaborative or other improvement project | The template can be used by PHNs as a guide to create an assessment scale to evaluate project teams when planning an improvement project |
| Collaborative commissioning framework | Collaborative arrangements | National Health Service (NHS) (UK) | 2012 | www.england.nhs.uk/wp-content/uploads/2012/03/collab-commiss-frame.pdf | The framework has a series of questions to help decide what arrangements are needed for collaborative commissioning, and when. It also considers the advantages and disadvantages of various collaborative commissioning models | Commissioning with other PHNs or commissioners |
| The partnership assessment tool | Collaborative arrangements | Nuffield Institute for Health, Strategic Partnering Workforce (UK) | 2003 | www.iape.org.il/upload/AssessingStrategicPartnership.pdf |  A tool for assessing the effectiveness of a partnership, by identifying problem areas | PHNs wanting to develop their partnerships (not for assessing local partner performance) |
| Review of Australian Government Health Workforce Programs | Market management | Australian Government Department of Health | 2013 | www.health.gov.au/internet/main/publishing.nsf/content/review-australian-government-health-workforce-programs | Provides detailed analysis of programs to develop healthcare workforces | In engaging current and future workforces |
| Health Workforce Programmes | Market management | Australian Government Department of Health | 2016 | www.health.gov.au/internet/main/publishing.nsf/Content/work-prog | A list of Australian Government programs to improve the adequacy, quality and distribution of Australia’s health workforce | In engaging current and future workforces |
| Market Shaping Toolkit | Market management | Institute of Public Care at Oxford Brookes University (UK) | 2015 | ipc.brookes.ac.uk/what-we-do/what-we-do/market-shaping/market-shaping-toolkit.html | The toolkit gives some new ideas and suggestions about who to engage with, why and how, in local care markets. It has 5 tools:* Guide to care provider business
* What is a market positon statement and why is it important to providers
* Fostering innovation in care and support
* Good practice for engagement with Subject Matter Experts (SMEs)
* A checklist for SME procurement
 | In engaging in market shaping, and to work together to develop innovative practice to meet local needs |
| Stronger partnerships for better outcomes: A protocol for market relations | Market management | Dr Sam Bennett, Groundswell Partnership on behalf of Think Local Act Personal (UK) | 2012 | www.thinklocalactpersonal.org.uk/\_assets/NMDF/StrongerPartnerships\_final.pdf | A set of principles and behaviours that will enhance the environment in which good adult social care and support is developed and sustained | In understanding, engaging and intervening in markets (noting its focus on social care in the UK context) |
| Assessing social care market and provider sustainability | Market management | CordisBright (UK) | 2015 | www.cordisbright.co.uk/news/post.php?s=social-care-market-sustainability | A toolkit that helps:* Determine local market segmentation
* Evaluate external indicators
* Evaluate sub market composition indicators
* Form a judgement on sustainability and decide which ‘hard to replace’ providers to monitor
* Understand and monitor the sustainability of ‘hard to replace’ providers
 | In evaluating and monitoring markets (noting its focus on social care in the UK context) |
| Commissioning for market diversity  | Market management | Think Local Act Personal (UK) | 2015 | www.thinklocalactpersonal.org.uk/\_assets/Resources/NMDF/TLAPTopTips.pdf | Tips and case studies of commissioning for market diversity in the social care market | In developing greater market diversity (noting its focus on social care in the UK context) |
| Working with Care Providers to Understand Costs | Market management | The Chartered Institute of Public Finance & Accountancy (UK) | 2017 | www.cipfa.org/policy-and-guidance/reports/working-with-care-providers-to-understand-costs | Examples of collaborative and innovative approaches to costing, and identified means of generating efficiency savings in, commissioning care | When PHNs work with providers to better understand costs and move towards more advanced payment regimes in a sustainable manner |
| Developing a Market Position Statement: A Commissioner’s Toolkit | Market management | Institute of Public Care at Oxford Brookes University (UK) | 2014 | ipc.brookes.ac.uk/publications/140312\_MPS\_Toolkit\_2014\_English\_inc\_links\_PDF.pdf | Guidance for commissioners of adult and children’s social care on how to develop a market position statement | In developing a market position statement, which could build on a PHN’s needs assessment (noting its focus on social care in the UK context) |
| A practical guide to workforce shaping and commissioning for better outcomes | Market management | Skills for Care (UK) | 2017 | www.skillsforcare.org.uk/Documents/Leadership-and-management/Workforce-commissioning/Workforce-shaping-and-commissioning-for-better-outcomes.pdf | The key steps and processes needed to commission the right workforce. This includes the steps to ‘analyse, plan, implement and review’ the workforce requirements required within your local area. It provides prompts for discussion and can be adapted to local circumstances | In shaping the local workforce to develop a flourishing market. It can be used by PHNs for any workforce transformation, from short term redesign of a single service to developing long-term integrated services across an area |
| Decommissioning Toolkit  | Market management | UK National Audit Office (UK) | 2011 | www.nao.org.uk/decommissioning/ | Toolkit with underlying principles and some pre-conditions for successful decommissioning. It includes a staged approach to the issues that arise and good practice that should be applied at different stages of decommissioning | Planning for and managing the decommissioning of public services delivered by not for profit organisations |
| Good Governance Principles and Guidance for Not-for-Profit Organisations | Organisational capability | Australian Institute of company Directors (AICD) (Aus) | 2013 | aicd.companydirectors.com.au/~/media/cd2/resources/director-resources/nfp/pdf/nfp-principles-and-guidance-131015.ashx | Principles and guidance designed to promote and facilitate conversations and activities of not-for-profit organisations to achieve good governance | In assessing the PHN Board, Clinical Council and Community Advisory Committee |
| Conflicts of interest | Organisational capability | Australian Charities and Not-for-Profits Commission | 2018 | www.acnc.gov.au/ACNC/Publications/COIguide/COIguide8.aspx | A variety of templates such as declarations of interests | In managing conflicts of interest, including declaring interests by governance groups |
| Conflicts of interest | Organisational capability | NHS (UK) | 2017 | [www.england.nhs.uk/commissioning/pc-co-comms/coi/](http://www.england.nhs.uk/commissioning/pc-co-comms/coi/) | A variety of templates such as declarations of interests | In managing conflicts of interest, including declaring interests by governance groups |
| Good governance | Organisational capability | GGI Limited, NHS England (UK)  | 2015 | www.ccggovernance.org/ | A suite of tools developed for UK Clinical Commissioning Groups to test whether they are achieving good governance outcomes including:* A maturity matrix to guide self-assessment against good governance outcomes
* A survey and peer review guide to learn from the views of stakeholders on good governance
* An observation guide to review meetings
* A standards and evidence tool to document the achievement of good governance
 | In assessing the PHN Board, Clinical Council and Community Advisory Committee |
| Workforce capacity planning Model | Organisational capability | Skills for Care and the National Skills Academy for Social Care (UK) | 2014 | www.skillsforcare.org.uk/Documents/Standards-legislation/Care-Act/Workforce-capacity-planning/Workforce-capacity-planning-model.pdf | Six inter-linked activities that use a set of prescribed questions to identify workforce capacity issues | In analysing the PHN’s workforce capacity and making informed decisions about how the workforce might need to change |
| Project planning form | Organisational capability | Institute for Healthcare Improvement (UK) | 2018 | www.ihi.org/resources/Pages/Tools/ProjectPlanningForm.aspx | The form allows teams to identify drivers, goals measures and actions to plan for an improvement project | A project management tool for use by PHNs at the beginning of an improvement project to plan for implementation |
| Online Library of Quality, Service Improvement and Redesign Tools | Organisational capability | NHS (UK)  | 2017 | improvement.nhs.uk/resources/managing-conflict/ | A range of brief simple tools that can be used throughout commissioning health care services, broken down by the 6 stages of project management. A few tools to note include project management and conflicts of interest tools | In applying project management throughout the commissioning framework |

1. Australian Government Department of Health. (2018). *PHN Commissioning Resources*. Available at: http://www.health.gov.au/internet/main/publishing.nsf/Content/PHNCommissioningResources [↑](#footnote-ref-1)