



Disinvestment

Disinvestment can take place at many levels in service improvement. This may mean disinvesting in project solutions that aren't viable or removing a service or product that has become redundant. Disinvestment is healthy for an organisation, yet it is often forgotten or poorly executed.

Sustainability

The purpose of this phase is to wrap up the project, embedding long term change into business as usual. This is where you can evaluate and share the benefits you have achieved and spread your project to other areas.

Key points

1. Solution disinvestment

As you implement solutions, it may become apparent that a particular solution is not working. The first step is to understand why and consider using a Plan Do Study Act cycle which can lead to a decision whether to adapt or abandon the solution. If the decision is to abandon, record the lessons learned and communicate with your stakeholders why you are disinvesting.

2. Externally driven solution disinvestment

A change to organisational priorities or loss of budget are examples of external dependencies that may lead to disinvestment in a particular solution. This may be temporary or permanent. In this situation, alternative ideas may need to be considered. Business cases should be completed and tabled, to enable the solution to be revived if the situation changes in the future.

3. Removing redundancy

New processes or products can remove the need for equipment, technology or old work processes. When implementing a change, it is just as important to identify what to stop doing as what to start doing. It is also important to make changes sustainable. Mark a point in time when the 'old way' will stop, and communicate it widely.

4. Disinvestment projects

A disinvestment project is required when there is a significant disinvestment, such as removal of a service or closure of a department or hospital. In these projects all aspects of disinvestment need to be considered, such as alternate options for clients, redeployment of staff, equipment and resources and a plan for the remaining infrastructure.

Considerations and tips

In disinvestment, stakeholder communication must be frequent and effective. Sponsors and project managers need to develop key communications explaining the disinvestment decisions.

Consult widely

Involve key stakeholders in disinvestment decisions to ensure that you are fully aware of the impact of the disinvestment on the service and related services.

Be sensitive

In every disinvestment there will be people invested in the product or service being replaced. Make time to listen and understand their concerns, and identify any unexpected consequences of the change that need to be mitigated.

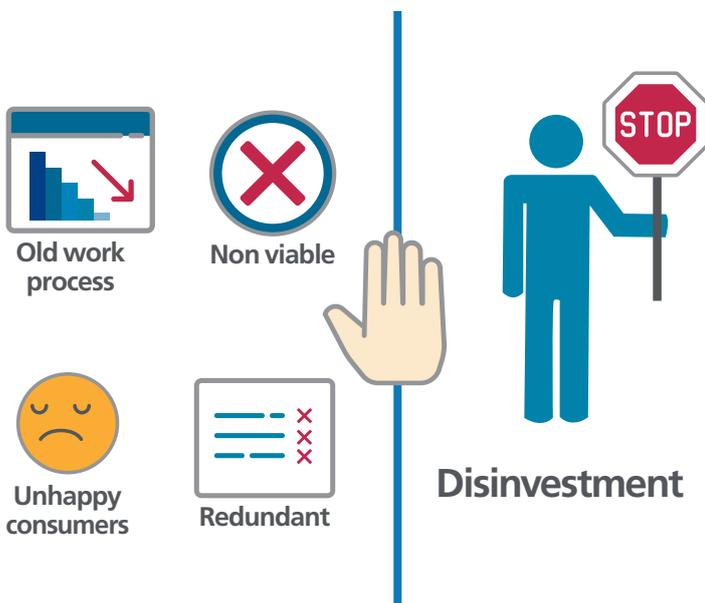
Manage disappointment

A decision to disinvest in your project can be personally painful for project teams. Project leads and sponsors need to support teams by helping them to see the positives, such as lessons learned, and give them the opportunity to celebrate what they achieved.

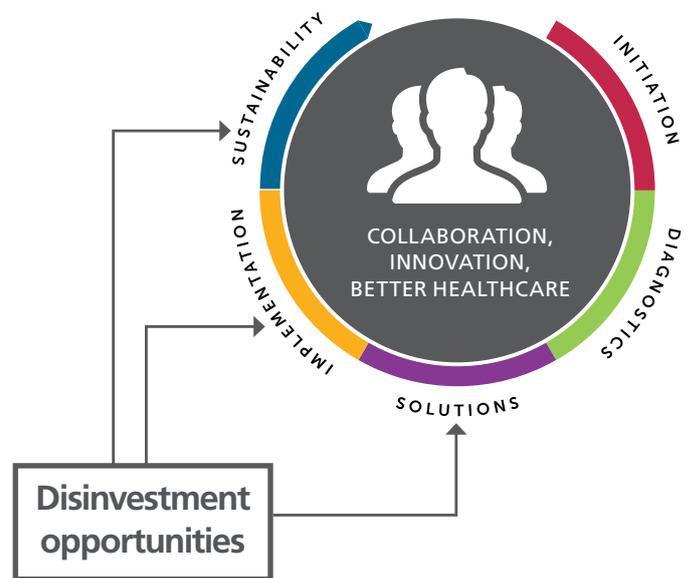
Acknowledge the end

Set a date and hold a formal ceremony to mark the end of the 'old way'. This provides an opportunity to thank people for their disinvestment and draw a line under the past.

When to disinvest



Disinvestment opportunities



Further information

[My Health Learning Log in Form](#) – Redesign Sustainability (202465121)

Disinvestment in health care – www.bmj.com/content/340/bmj.c1413

Next steps

Well-managed disinvestment can bring new life to staff and services. All projects will end regardless of if disinvestment occurs or if they are simply completed. Finalising a project is a necessary step to document and build towards sustaining the change long term.