Organisational change
visual roadmap

Are you involved in supporting or leading organisational change?

Knowing where to begin can feel daunting. Use our road map to get you started.
**PHASE 1**
Planning, preparation & initiation

1. **The big picture**
   - What’s the problem/challenge?
   - What’s the vision and aspiration?
   - What does good look like locally, nationally and internationally?
   - Areas of excellence, literature search, NICE guidelines and topic scoping
   - Can you make the case for change?

2. **Understand the problem**
   - What does current practice look like, where are the gaps?
   - What does national and local data say?
   - Are there opportunities to reduce variation?
   - Consider local context, systems and culture

3. **Developing a shared purpose**
   - What do key stakeholders say, what are their stories?
   - Facilitate stakeholders in co-producing solutions
   - Do you have allies who will support you? Do you need a clinical champion?
   - How will you win hearts and minds?
   - Define the vision/benefit/outcome of the work

4. **Establish a steering group**
   - How will this group be accountable for progress?
   - Who will chair, and how often will you meet?
   - Have you involved senior leaders who can make decisions and overcome barriers?
   - Identify risks and mitigate against these
   - Develop a project plan to drive the work forward and understand ordering of activities
   - Would subgroups help to progress the work?
   - Ensure ongoing service user/carer input and communication with stakeholders

5. **Stakeholder engagement**
   - Service users and their family/friends
   - Executive sponsor
   - IT
   - Clinicians
   - Academic leads
   - Administrators
   - Finance
   - Managers
   - Commissioners
   - Other clinical groups
   - Third sector
   - National bodies

6. **Priority setting**
   - Where will you focus your efforts?
   - How will you measure progress?
   - What do you need to do to achieve your outcomes?

7. **Time frames**
   - How long will this project or programme last?
   - How will the work become sustainable?
   - Have you got an exit strategy?
PHASE 2
Implementation

PHASE 3
Keeping momentum & time for reflection

Communication with stakeholders
- Share good news (and the bad! It’s helpful to know what hasn’t worked)
- Create a safe space to discuss results
- Regular feedback
- It’s a team effort!

Measure, evaluate and learn
Remember:
- Make it manageable
- There are lots of online resources to help
- Things take time
- Allow teams to customise their approach
- Measure for improvement
- It’s an iterative process

Putting plans into practice
- Regular steering groups – set dates in advance, when will the last one be?
- What are your top priorities, can you start with
  - Quick wins
  - Stakeholder priorities
  - High impact?
- Implementation milestones: what are they and by when?
- Report back progress, define next steps

Sustainability
- Is the work embedded – is it ‘business as usual’?
- Regular stock take, how is the work progressing against milestones?
- Has there been a change in staff attitudes?
- When will your steering group come to an end?
- Do service specifications and operational procedures need amending?
- Can senior leaders continue to endorse the work?

Spread
- Dissemination of results and good practice
- Are there any other areas which could benefit from the work?
- How will you share?
- What have been the positives and the challenges?
- Tell them how you did it. The story is really important

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Useful resources

www.fabnhsstuff.net
www.england.nhs.uk
www.mindsetqi.net
www.nice.org.uk
www.kingsfund.org.uk
www.improvement.nhs.uk
www.health.org.uk
www.rethink.org

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