



Wessex
Academic Health
Science Network

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



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?



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



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



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



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



Time frames

- How long will this project or programme last?
- How will the work become sustainable?
- Have you got an exit strategy?



Priority setting

- Where will you focus your efforts?
- How will you measure progress?
- What do you need to do to achieve your outcomes?

PHASE 2

Implementation



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

PHASE 3

Keeping momentum & time for reflection



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

Useful resources



www.rethink.org



www.kingsfund.org.uk

NICE

National Institute for Health and Care Excellence

www.nice.org.uk



www.fabnhsstuff.net



www.wessexahsn.org.uk



www.mindsetqi.net



www.england.nhs.uk



www.improvement.nhs.uk



www.health.org.uk



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