Summary of recommendations

Outside your organisation
1. Will external factors (anything that is outside your organisation or work unit) impact the success of the change project, such as regulatory or legal changes, economic conditions, or shifts in industry standards? — Yes

If there are factors from outside (remember you can define outside) pushing your organization or work area towards or away from change, these are important considerations for your implementation plan. You can assess these as barriers or enablers. For example, if there is pressure from the Govt to improve standards of care, this would be an enabler to assist to get others on board to participate in this change process.

2. Does the change project fit into the broader context of the organisation's partnerships, networks, or external stakeholders, and what implications might this have for implementation? — No

If your change project is not aligned with the organisation's strategic vision, partnerships, networks, or external stakeholders, it does not mean it will not work. However, it does mean the project may mean with more resistance. However, there are ways to manage this. You would place this as a barrier in your plan and seek stakeholder perspectives on how to best address this.

3. Are any external resources or expertise available to

support the change project, such as government funding, industry partners, or subject matter experts? — No

If external resources or expertise are not available to support the change implementation, several steps can be taken:1. Consider how you can access the consumer voice. This is a powerful tool for change. The voice of those affected such as patients, staff, carers etc. are highly effective in supporting change.2. Consider seeking out additional funding or grant opportunities to support the change project. This may involve exploring different funding sources, such as private foundations or corporate sponsorships, and collaborating with other organisations to pool resources.3. Look for opportunities to partner with industry experts or subject matter specialists who may be able to provide guidance or support for the change project. This may involve reaching out to professional organisations, academic institutions, or other healthcare providers to identify potential partners.4. Consider leveraging technology or other innovative solutions to help support the change project. This may involve exploring digital health solutions or other emerging technologies that can help support the implementation of the change project.5. Consider leveraging existing networks or collaborations to help support the change project. This may involve working with other healthcare providers or community organisations to share resources and expertise and to build a network of support for the change project.It is important to be creative and resourceful when seeking external resources and expertise to support change implementation. By being proactive and building strong relationships with partners and stakeholders, it may be possible to overcome resource constraints and successfully implement the change project.

4. Did you engage with external stakeholders to build support for the change project and mitigate potential external

barriers — Yes

External stakeholders can be crucial to building support for the change project and mitigating potential external barriers, it is important to start by identifying the key external stakeholders that will be impacted by the change initiative and involve them early.

Inside your organisation
1. Do you have resources (time, skills, support from colleagues or management, funds etc) available for the project? (think broadly about what you can harness to assist you.) — No

If you don't have any or enough resources, don't let this stop you. Part of your plan may be to scope for these and find a way to access them. One of the important resources is support. Ideally, support from colleagues and those in positions to assist you. You can work with your stakeholders to identify those who you want to gain support from and an advocacy plan about how and who will do this.Consider with stakeholders what other resources you need. Protected time to work on your project can be one of the most important. To secure this you may need to engage with management and seek their support.Don't get too concerned if you don't have all the resources you need at the beginning of the project. It is important to make a start and work your way towards securing more resources. Small wins can be a way to get others on board to provide further support.

2. Do you have a team with the required capabilities available? — Yes

That is great. Just remember that implementation skills are different to project management. Do an implementation skills audit with your team, and see if there are any gaps. If there are gaps, identify ways individuals or the whole team can be upskilledView our courses here : https://www.monash.edu/medicine/sphpm/mchri/training/courses

3. Is the initiative consistent with policies, programs etc. within the organisation? – No

If an initiative is not compatible with the care improvement objectives of a healthcare organisation, it is important to carefully evaluate the initiative and determine whether it can be modified to align with these objectives or if it should be abandoned altogether.The first step is to review the care improvement objectives and assess the extent to which the initiative is compatible with these objectives. This may involve consulting with key stakeholders, including clinicians, patients, and other staff members, to gather their input and feedback on the initiative.If the initiative is not compatible with the care improvement objectives, it is important to identify the reasons for this and explore whether modifications can be made to the initiative to make it more aligned with these objectives. In all cases, it is essential to communicate the reasons for the decision and engage with key stakeholders to ensure that they understand its rationale and can provide input and feedback on alternative approaches. By taking a transparent and collaborative approach, organisations can build support and momentum for their care improvement objectives and ensure that any new initiatives are aligned with these objectives.

4. Is there general agreement on the problem? – No

Go back to genuine stakeholder engagement. Listening to their valuable insights here is critical. Keep working this through until there is general alignment. We don't use the term consensus as it is rare that everyone will agree on everything. But the problem must generally reflect the views of those who are affected."We often assume everyone agrees on what the problem is. This is rarely the case unless a robust engagement process has been completed. When done effectively, engagement will often completely redefine the problem." Dr Rhonda Garad

5. Are they similar organisations that have completed a similar project?initiative? – No

This may weaken your case for change to some degree. It can suggest that the sector is not moving in this direction, or suggest the change may be in some way undesirable or risky. This is not a problem but may mean you need to deal with these potential perceptions.

6. Is there a culture of change within your organization/work area? – Yes

This will be of great assistance to you as it demonstrates a trend and adds to your case that change is needed. There also may be learnings and opportunities to partner that will be extremely helpful to you.

Barriers you may face
1. Have you checked if there are any cultural, organisational or operational factors that may resist the change? – No

When implementing change in a healthcare organisation, it is common to encounter cultural, organisational, or operational factors that may resist the change. These factors can create significant barriers to the success of the change initiative, and it is important to address them proactively.One of the key strategies to address these factors is establishing a strong coalition of support for the change initiative. This coalition should include key stakeholders from across the organisation, including clinicians, patients, staff members, and leaders. By engaging these stakeholders in the change process and soliciting their input and feedback, you can build buy-in for the initiative and address any cultural, organisational, or operational factors that may resist the change.Another strategy is to create a compelling vision and rationale for the change initiative. This should include a clear explanation of the benefits of the change and how it will support the organisation's mission and goals. By communicating this vision effectively and consistently, you can help to overcome any resistance to the change and build momentum for its successful implementation.Finally, it is important to be flexible and adaptive in your approach to the change initiative. This may involve modifying the initiative based on feedback and input from stakeholders or developing alternative strategies to address cultural, organisational, or operational factors that may resist the change. By being responsive to these factors and adjusting your approach accordingly, you can increase the likelihood of success for your change initiative.

2. Are employees and stakeholders familiar with the change and do they understand how it will impact their day-to-day operations? – No

When implementing a change initiative in a healthcare organisation, it is important to ensure that employees and stakeholders are familiar with the change and understand how

it will impact their day-to-day operations. To achieve this, the following recommendations can be implemented:1. Develop a comprehensive communication plan: Develop a communication plan that outlines how the change initiative will be communicated to employees and stakeholders. This plan should include a timeline for communication, a list of key messages, and the communication channels that will be used. It should also include information about who will communicate the change and how feedback will be collected.2. Provide education and training: Provide education and training to employees and stakeholders to help them understand the change and its impact. This training should be tailored to the needs of each group and should be provided in a variety of formats, including online modules, in-person workshops, and job aids.3. Use change champions: Identify change champions within the organization who can help to promote the change initiative and answer questions from employees and stakeholders. These change champions should be knowledgeable about the change and its impact and should be provided with the resources they need to be effective advocates.4. Solicit feedback: Encourage feedback from employees and stakeholders throughout the change initiative. This feedback can be used to identify areas of confusion or resistance and to make adjustments to the change initiative as needed.By implementing these recommendations, you can help to ensure that employees and stakeholders are familiar with the change initiative and understand how it will impact their day-to-day operations. This can help to increase buy-in and support for the change and ultimately lead to a more successful implementation.

3. Are there any existing systems, processes or technologies that need to be adapted or modified to support the change project? – No

Implementing change in a healthcare setting is complex. Ensure

you thoroughly analyse existing systems, processes or technologies even if no change is expected

4. Are there are any legal, regulatory or ethical considerations that need to be considered when implementing the change project? — No

When implementing a change project in a healthcare setting, it is important to consider any legal, regulatory, or ethical considerations that may arise. You have checked there are no legal, regulatory or ethical considerations necessary, this already which is a great start.

5. Have any contingency plans been put in place to mitigate risks and minimise the impact of potential barriers? — No

When implementing a change project, it is important to have contingency plans in place to mitigate risks and minimise the impact of potential barriers. To address this, the following recommendations can be implemented:1. Conduct a risk assessment: Conduct a risk assessment to identify potential risks and develop a plan to mitigate these risks. This plan should include contingency plans for each identified risk.2. Develop a risk management plan: Develop a risk management plan that outlines the steps that will be taken to manage and mitigate risks. This plan should include specific strategies for addressing each identified risk.3. Assign responsibility for risk management: Assign responsibility for risk management to a specific individual or team. This person or team should be responsible for monitoring risks and implementing contingency plans as needed.4. Test contingency plans: Test contingency plans to ensure that they are effective and can be implemented quickly if needed. This testing should be conducted before the change project is implemented to ensure

that contingency plans are in place and ready to be used.By implementing these recommendations, you can help to ensure that contingency plans are in place to mitigate risks and minimise the impact of potential barriers when implementing a change project. This can help to ensure that the change project is successful and can be implemented with minimal disruption to day-to-day operations.

Enabler that could help
1. Does the organisation have strong leadership support for the change project? — Yes

That is great. When implementing a change project, strong leadership support is crucial to its success. Make sure you involve and update the leadership team to ensure they stay engaged and supportive.

2. Is a clear and effective communication plan in place to build support and understanding for the change project? — Yes

That is great. A clear and effective communication plan is essential to ensure that all stakeholders know the change and understand what is expected of them

3. Are employees engaged and involved in the change process, and do they understand how the change will impact them? — Yes

4. Are there adequate resources, including funding, manpower, and technology, to support the change project? — Yes

If there are adequate resources to support your change, it's important to develop a detailed plan, assign roles and responsibilities, use project management tools, establish regular communication channels, and implement a change management framework. By doing so, organisations can ensure that they are effectively using their resources.

5. Does the organisation have a culture of innovation and embrace change? — Yes

That is excellent. By fostering a culture of innovation, healthcare organisations can create a supportive environment that supports successful change implementation.

6. Is there a clear and well-defined plan for the change project, with defined objectives, timelines, and responsibilities? — No

Implementing change in a health organisation without a well-defined plan can be challenging, but several steps can be taken to increase the likelihood of success. One key recommendation is to start by clearly defining the problem or need for change and identifying the specific goals and objectives of the change initiative. By establishing a clear rationale and vision for the change, healthcare organisations can build support and momentum for the initiative, even without a well-defined plan.

7. Is the organisation flexible and adaptable, and can changes be made to the project plan as needed? — No

Implementing change in an organisation that is not flexible or adaptable can be challenging, but several steps can be taken to increase the likelihood of success. One key recommendation is to start by clearly defining the problem or need for change and identifying the specific goals and objectives of the change initiative. By establishing a clear rationale and vision for the change, healthcare organisations can build support and momentum for the initiative, even in the face of resistance or inflexibility.

Another important recommendation is to focus on building relationships and engagement with key stakeholders. This includes building strong relationships with staff, patients, and other key stakeholders and ensuring that these groups are involved and engaged throughout the change process. By soliciting feedback, addressing concerns, and building a sense of ownership and buy-in among stakeholders, healthcare organisations can create a supportive environment that fosters successful change implementation.

8. Are there partnerships and collaborations with stakeholders and other organisations that can help support the change project? — No

Partnerships and collaborations with stakeholders are crucial for the success of a project. An important recommendation is to focus on effective communication and engagement with stakeholders. This includes building strong relationships with staff, patients, and other key stakeholders, as well as ensuring that these groups are involved and engaged throughout the change process.

Stakeholder Engagement
1. Have stakeholders been identified? — Yes

Involving the right stakeholders is crucial for the success of a change initiative.

2. Have all stakeholders been consulted? – Yes

Stakeholder engagement is a critical step in the change implementation process. Their involvement and buy-in are crucial for successful change implementation.

3. Are the stakeholders supportive of the change project? – No

If stakeholders are not supportive of the change project, it is important to understand the reasons for their lack of support and address their concerns proactively and transparently. This can involve engaging in open and honest communication with stakeholders and actively seeking their input and feedback on the change project.To address stakeholder concerns, it may be necessary to modify the change project to better align with their needs and priorities. This can involve incorporating stakeholder feedback into the project design, developing targeted communication and engagement strategies to build support, and providing ongoing opportunities for stakeholders to provide input and feedback throughout the implementation process.In addition, it is important to build a culture of engagement and collaboration within the organisation and to ensure that stakeholders have a voice in decision-making processes related to the change project. By fostering a sense of ownership and investment among stakeholders, it is possible to build support for the change project and increase the likelihood of successful implementation.

4. Have stakeholders been given the opportunity to provide

feedback and input on the change initiative? — No

If stakeholders have yet to be given the opportunity to provide feedback and input on the change initiative, it is important to take steps to ensure that their voices are heard. One way to do this is to conduct a stakeholder analysis to identify the key stakeholders who will be affected by the change and their level of interest and influence in the change process. Once the key stakeholders have been identified, it is important to engage them in the change initiative by providing opportunities for them to provide feedback and input.Some specific recommendations for engaging stakeholders in the change process include holding stakeholder meetings, conducting surveys, hosting focus groups, and providing regular updates on the progress of the change initiative. It is important to ensure that the feedback and input provided by stakeholders are considered and that any concerns or issues they raise are addressed as part of the change process. By actively involving stakeholders in the change process, it is more likely that they will be supportive of the change initiative and help to ensure its success.

5. Have stakeholders been provided with the necessary resources and support to enable them to participate in the change initiative? — Yes

Providing stakeholders with the necessary resources and support will enable them to participate effectively in the change initiative. This can help to increase stakeholder engagement, improve the quality of input and feedback received, and ultimately, increase the likelihood of a successful change implementation.

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