

# CHANGE FACILITATION

## Implementation



### Change facilitation

Facilitating change requires action, energy, enthusiasm, resilience and a good understanding of the complexities of behaviour change. Change facilitation and active sponsorship go hand in hand to drive the pace and effectiveness of implementation.

### Implementation

The purpose of this phase is to effectively implement the solutions you have developed, so they become the new way of working.

## Key points

### 1. Build knowledge and skills

People need to believe they are capable of making the change. While face to face, eLearning and training manuals are useful adjuncts, real-time coaching and role modelling can have a greater impact. Walking someone through the change as it is applied in real life is a powerful learning experience and builds confidence.

### 2. Be visible on the frontline

Change facilitation needs to be hands on. Change leaders need to be highly visible and ready to listen, answer questions, demonstrate the change and troubleshoot as issues arise. Remember it is important to distinguish between facilitating and doing the change – it's not sustainable if you are the only one doing the change – being visible is different to doing it all yourself.

### 3. Manage sticking points

There are many issues that may arise through the change phase. For example, equipment may not work, guidelines can be misinterpreted and new processes may slow down the work. Develop contingency plans for issues which can be identified, and demonstrate your willingness to support staff to manage unexpected issues. Plan Do Study Act (PDSA) cycles may be a useful tool in this circumstance.

### 4. Develop and reward champions

Change will happen more quickly if champions within the team assist with change facilitation. Ensure your champions have the skills, knowledge and passion required to facilitate the change. Aim to have champions from all shifts and disciplines involved in the change. Encourage staff efforts through visible reward and recognition.

## Considerations and tips

Change facilitation is intensive and rewarding. It provides an opportunity to be creative and bring a sense of fun and achievement to the change process.

### Use novel approaches

How can you make the change interesting and easier? The use of low-tech training videos can be an informative, cheap option. Creating games or competition may also spark enthusiasm. Ask the team or search the web for ideas.

### Involve opinion leaders

Actively seek opinion leaders who support your cause. These people can help influence others and ease them into the change. Opinion leaders may be within your organisation or well known in the community.

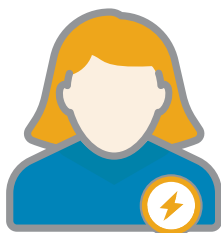
### Call on the experts

Use experts in your organisation, network or other organisations to identify leading experts who could champion your change with key stakeholders.

### Demonstrate impact

Collect stories and photos from patients and staff that demonstrate positive impacts. Display them, with permission, to capture interest and spark enthusiasm.

## Change champions



Change facilitator



Change champion



Change champion



Change champion

## Change facilitator



## Further information

[My Health Learning Log in Form](#) – Redesign Implementation (202464792): Determine Change Approach

## Next steps

Even though you have champions supporting the change, you need your sponsors to reinforce the change and be accountable. Active sponsorship is essential to staying on track and achieving the change goals.