

# 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.

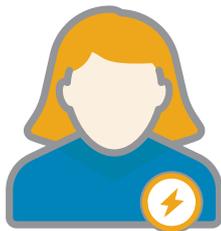
### Call on the experts

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.

# MONITORING AND ADJUSTMENTS

## Implementation



### Monitoring and adjustments

Your ability to monitor and act on the change progress will determine the speed of implementation. Along with a long term evaluation plan you need a system that provides regular and timely feedback on the change progress.

### 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. Identify potential monitoring measures

Brainstorm ideas with your team on what to monitor. Identify how the measures could be tracked and how frequently that could occur – ideally it would be real time or as close as possible. Measures that reflect take-up of new processes or changes in behaviour are often the best early monitoring measures.

### 2. Prioritise and choose

Don't try to measure everything. You need to let people take time to make the change. Choose the measure/s that are most valid – what you need to know and what is easiest to record. The best measures are those that are already captured (e.g. in electronic systems) or require minimal manual effort.

### 3. Monitor and report

Ensure that you schedule monitoring on a regular basis (daily/weekly) and have a way to keep to plan. Report the results to the governance team and frontline teams and managers. Dashboards or graphs need to have clear explanations of the change progress.

### 4. Act on the results

Choose the most useful actions on the basis of the results. If there is strong progress, visibly reward staff and champions to keep the momentum. If there is no progress, listen to staff on the frontline and find out why. Use Plan, Do, Study, Act (PDSA) cycles to test and learn more. Request actions from the steering committee or sponsor based on the results.

## Considerations and tips

Implementation is a very active phase, so monitoring and reporting needs to be sustainable and effective. Be prepared to adjust your approach if you find it is not effective.

### Keep it going

Sustain the monitoring and reporting until the change is embedded. This requires discipline and effort, but will help motivate and reward those that are putting in effort.

### Reward appropriately

Celebrate and recognise the change according to the monitoring – just don't celebrate too much too early. The first flurry of activity may not last, and you could need that celebration later.

### Make it visible

Use a range of simple and interesting communication methods to display the results. Making them visible to staff on the frontline and using them to initiate discussion demonstrates your commitment.

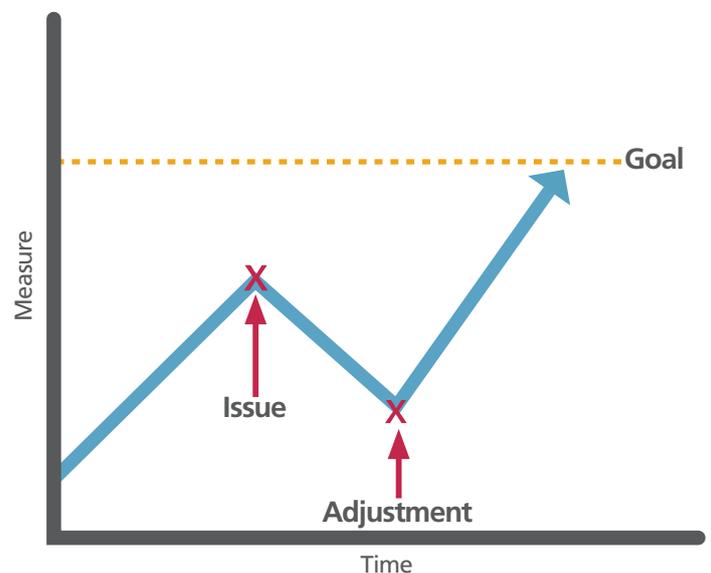
### Consolidate

Periodically collate the progress into the formative evaluation. The formative evaluation should also include measures reflecting the progress towards the goal and objectives, and staff and client feedback on the change.

## Regular progress feedback



## Monitor and Adjust to keep on track



## Further information

[My Health Learning Log in Form](#) – Redesign Implementation (202464792)

The importance of evidence and evaluation – [www.anzsog.edu.au/about/evidence-and-evaluation-hub/importance](http://www.anzsog.edu.au/about/evidence-and-evaluation-hub/importance)

## Next steps

The completion of a formative evaluation is an ideal time to assess the change progress and evaluate if the change is sustainable.

# ACTIVE SPONSORSHIP

## Implementation



### Active sponsorship

Ensuring there is effective and active sponsorship is the key to successful and efficient implementation. Implementation is the most active phase for sponsors; their actions drive the pace 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. Identify your sponsors

After identifying the departments and teams that will be impacted by the change, determine all of the sponsors who will play a role in the change. These are the people managing the teams impacted and the managers that sit above them, and so on. Accelerating Implementation Methodology has a tool called a key role map that may assist you.

### 2. Identify required behaviours

Identify the behaviour changes that individuals and teams will need to make to implement the project successfully. Sponsors need this information to enable them to talk about the change (express), demonstrate the change themselves (model) and reinforce behaviours. Expressing is when sponsors talk about the change at every opportunity, telling the audience why it is personally important to them.

### 3. Sponsor meetings

Set up frequent meetings with the sponsor to keep communication lines open. Project leaders need to provide sponsors with progress information and accurately report the successes and barriers in the process. Leads and sponsors need to work together to determine actions required to promote the change. For example, the project lead may produce information for the sponsor, and the sponsor may present this at the next staff meeting.

### 4. Monitor effectiveness

Project leads also play an active role in monitoring if the change is happening. If no behaviour change is occurring, it's important to understand what factors are working against the change. Is there a problem with the change that is making it difficult to adopt? Is the communication process working? Do teams know what's expected? Are the sponsor actively role modelling and rewarding the right change?

## Considerations and tips

Active sponsorship occurs when the sponsor is engaged and has clarity around what is expected. It is the change agent's responsibility to ensure that the sponsor understands what you need them to do to fast track implementation.

### Agreed strategy

Active sponsorship goes hand in hand with change facilitation. Develop an action plan that lists what needs to be expressed and when, the modelling actions to take, and how the sponsors will recognise and reinforce the change at key times. This plan needs to be agreed with sponsors and monitored.

### Get creative!

Brainstorm appropriate reinforcement options with the teams to consider what might work (reward, recognition and consequences). Include your team members in these conversations, as they will be directly affected. The most effective reinforcement strategies are often suggested by the groups that are most impacted by the change.

### Support for sponsors

Sponsors may not feel that they have the skills to apply the suggested strategies for reward or consequence. Ensure that you have explored this with your sponsor and consider whether peer support would help to implement the 'express, model and reinforcement plan'.

### Ease the way

Make it easy for your sponsor. Maintain a good relationship and encourage your sponsor by giving them positive feedback regarding the impact of their actions. Work together to monitor the effectiveness of the 'express, model and reinforcement' plan to determine if it needs review, and agree on new strategies to progress the change.

## Express model reinforce



## Further information

[My Health Learning Log in Form](#) – Redesign Implementation (202464792): Generate Sponsorship  
Project Management Institute White Paper: “Executive Engagement: The Role of the Sponsor”  
– [www.pmi.org/-/media/pmi/documents/public/pdf/business-solutions/executive-engagement.pdf](http://www.pmi.org/-/media/pmi/documents/public/pdf/business-solutions/executive-engagement.pdf)

## Next steps

Remember that great change facilitators bring their teams along on the journey with them, rather than trying to force a change. Encourage your sponsor to express, model, and reinforce the change implementation and support them by giving feedback on their impact.

# CHANGE MANAGEMENT

## Implementation



### Change Management

Change management involves organising and supporting a change process from start to finish, including engaging people to embed and sustain the change. Evidence demonstrates that it is imperative to manage the people side of the change, as well as the technical aspects of implementation.

\*Redesign applies the principles of the Accelerating Implementation Methodology (AIM) to effectively manage change.

### 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. Use a change framework

Implementation is the most resource intensive and challenging part of many change projects, and is largely the key to success. Invest in building your knowledge on implementation science and choose a framework to structure your approach. Redesign advocates the use of AIM, which provides practical tools and tactics to help you make change.

### 2. Use change assessment tools

Form an implementation team that includes the project managers, champions and sponsor/s who are responsible for the change management. This team will need to assess the current enablers and challenges for the change. Using assessment tools such as the AIM Implementation Risk Forecast, Implementation History Assessment and Individual Readiness Assessment provides information to inform the development of a change management strategy.

### 3. Plan your approach

Investing the time to develop and use a change strategy will pay off later. A thorough change plan will include ways to build readiness for change and keep momentum. It will include a specific communication plan for implementation; the role of key champions, influencers and change facilitators; the actions required by sponsors; a schedule that sequences the change; and a monitoring plan.

### 4. Revise the plan as required

Once you have developed the plan, you need to acquire the resources to put it into action and monitor how it is working. The implementation team should meet regularly to assess how the plan is going and adjust or revise it as required. Rescoring the Implementation Risk Forecast can assist you to recognise gaps and adapt your plan.

## Considerations and tips

Good change management is all about engaging and communicating with your stakeholders. Listening carefully to people and demonstrating that you have heard their point of view is crucial to engaging them and getting their support.

### All good things take time

Bringing people along the change process can be challenging and can often take time, but using tools and principles that are proven to be successful will help you achieve your goals. This may help make the change a positive experience to you personally as well as the organisation overall.

### Change training

Provide training in change management to champions and sponsors as needed. Don't assume everyone already has the skills and knowledge. Encourage reflection on successes and challenges along the way so people can learn and grow professionally. This can have long-term positive effects for the organisation as well as the individual.

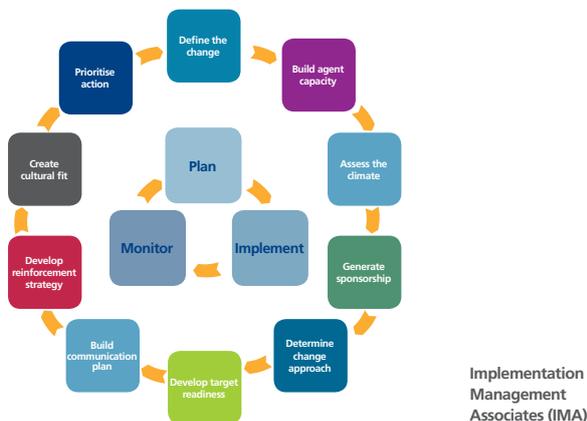
### Expert help

Implementation science means understanding the methods used to promote the adoption and integration of evidence-based change into business as usual process. Read widely and seek out the experts in your organisation who can help you better understand and apply the change concepts. Your redesign leads are a great place to start.

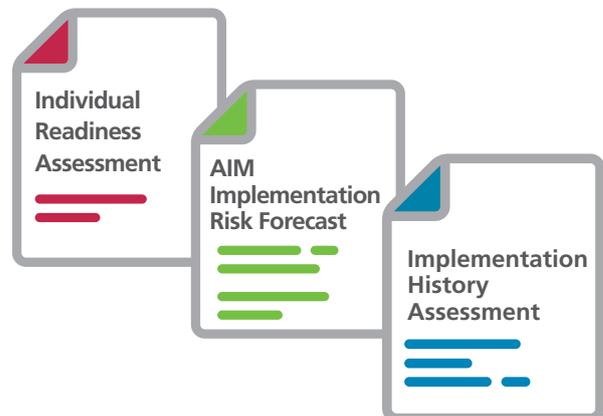
### Smooth sailing or rocky road

The implementation phase is often challenging for you and the change team. It's important to own and be passionate about the change, and not take challenges personally. Work with your team to build supportive relationships and resilience, so when there are challenges, you can regroup and devise new tactics in response.

## AIM Roadmap



## AIM Tools



## Further information

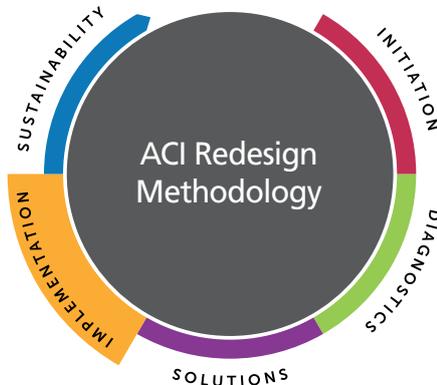
[My Health Learning Log in Form](#) – Redesign Implementation (202464792): All modules

## Next steps

Managing the human factors of change needs to begin from the very start, but it becomes vital during the implementation 'go live' stage. This is be the stage where the rubber hits the road for your change plan!

# IMPLEMENTATION GOVERNANCE

## Implementation



### Implementation governance

Governance plays a key role in successful implementation. An agreed monitoring, reporting and decision making framework needs to be established with all key stakeholders represented.

### 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. Prepare a key role map

Map out the key stakeholders involved with your project. This map will inform communication strategies and actions throughout implementation. If you prepared a map earlier, it is important to revisit it as the project landscape changes. New stakeholders may need to be involved. Ensure governance teams, such as steering committees, remain representative of the project stakeholders and meet regularly.

### 2. Develop an implementation plan

Your plan should include a Gantt chart (outlining the key tasks, timeframe and people responsible), a communication or change management plan, a revised risks and issues log and a monitoring or tracking system to determine progress. Submit this to the sponsor and governance group for endorsement. The plan should be used throughout the entire implementation phase to keep the project on track.

### 3. Monitor closely

Plan to regularly gather, check and analyse the monitoring data to ensure accuracy. This will support informed and effective decision making. Establish a rhythm (expected and agreed timeframes for reporting) and develop a reporting template to document activity e.g. a Dashboard or charts. Direct any issues to your governance group for timely resolution and remember to feedback on progress.

### 4. Set expectations

Reiterate the importance of the steering committee in implementation. Set the expectation that 25% of meeting time will be allocated to discussing progress, and 75% of the time will be focused on driving implementation. Have a plan for drawing an end to the governance arrangements when sustainability has been established. Ensure you do not conclude activity or dissolve the governance too early; this may impact on the sustainability of the project.

## Considerations and tips

Implementation is a time that requires strong and visible decision making and governance. Make sure your governance covers all the necessary stakeholder areas so you have the right people making decisions in the right place.

### Identify gaps in governance

When your role map analysis leads you to identify significant gaps in governance, this is known as finding 'black holes'. Check reporting lines or departments to see if you are missing representation at a decision making, governance level. Make a plan to manage any identified 'black holes' and gain steering committee endorsement of your management plan.

### Determine sponsorship level

Keep sponsorship as low in the organisation as possible. This means that the sponsorship of any project should be a person or people who have the management line of responsibility for those required to make the change. This will increase the speed of implementation.

### Clinical sponsorship

Include one or more clinical leaders in your governance structure. A clinical leader is someone who will be a champion for your project amongst their peers. Ideally, you will be able to engage an enthusiastic medical lead who is trustworthy and credible, as a medico is in a better position to effectively influence those within their own profession.

### Manage governance risks

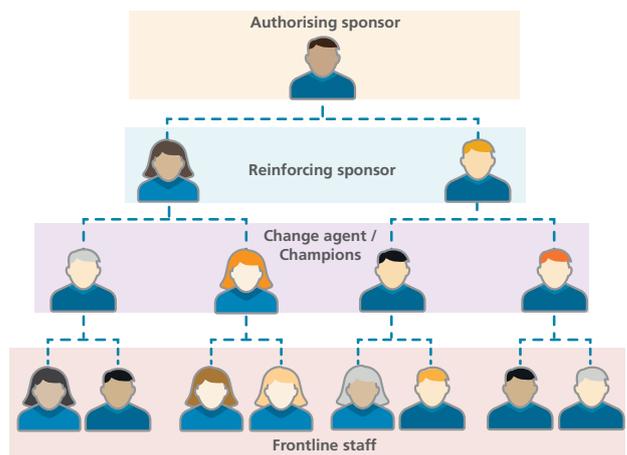
Manage governance if it wanes. For example, if your steering committee meetings keep being cancelled or bumped, or if the wrong people are delegated to attend, this is a sign that your project governance is at risk. Take action! Talk to your sponsor, who is responsible for meeting the project governance commitments.

## Monitor progress

Establish regular and accurate progress monitoring for timely decision making



## Key role map



## Further information

[My Health Learning Log in Form](#) – Redesign Implementation (202464792): Introduction to Implementation Planning  
Generate sponsorship

## Next steps

Setting up the governance for the implementation stage of your project is extremely important and goes hand in hand with your change management plan. Be sure to spend some time thinking about this and agree to robust processes at the beginning of the implementation..

# CHANGE DEFINITION

## Implementation



### Change definition

The first step to successfully implementing your project is clearly understanding what changes will take place, as well as what will accelerate or hinder these changes in your organisation.

### 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. Define the change

A good starting point for implementation is being able to have a clear idea of:

1. What is changing?
2. Why are we changing (what are the benefits)?
3. What will happen if we don't change (what are the consequences)?
4. What are the measurements for success?

### 2. Define the specific behaviours

It is important to understand the stakeholders' perspectives on the level of disruption caused by the change. That's why you will need to engage stakeholders in discussions to define and agree on the specific behaviours to achieve the change. What needs to be done differently than before? Is everyone aware and in agreement?

### 3. Make a plan

After discussing the change with stakeholders you will better understand what they need to enable them to do the change. This may include equipment and support such as coaching, modelling, testing and recognition. This will help to inform your implementation strategy.

### 4. Create a sense of urgency

Creating a sense of urgency for change will help you gain the support that your project needs to drive it forward. Create urgency by appealing to the hearts and minds of stakeholders. While data and logic can lead to change, as humans we are often motivated to change by emotions and stories. Include both in your case for change.

## Considerations

Consider how defining the change can help strengthen your case for change and action. Define the what, why and consequences in everybody's frame of reference

### Clarify

Remember not to assume that all stakeholders share the same understanding of the changes. Take the time to define and understand the purpose, goal and process involved in each change with those affected.

### What's in it for me?

Consider how the change will meet an interest for particular stakeholders. You should always think about what motivates different stakeholders to change and how your message can be tailored to them.

### Overview tool

The AIM Project overview tool can be completed by sponsors and key stakeholders before implementation, to create a clear and common understanding of the changes taking place.

### To the point

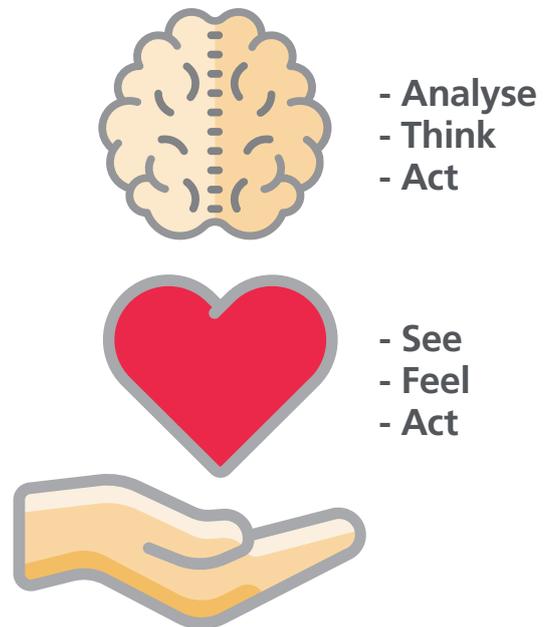
Remember to keep the change definition simple and specific to avoid confusion. Get to the point!

## Define the Change

Define the change in the perspective of your audience



## Capture hearts and minds



## Further information

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

## Next steps

Now that the change has been clearly defined you will need to think about building the implementation schedule.

## Implementation



### 'Go live'

The 'go live' is the official launch or kick-off of the project's implementation phase. Setting a 'go live' date or event can help to clearly communicate about your project, create interest and make a statement about what you're trying to achieve

### 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. Planning

Prior to 'going live', you will have to complete several planning activities. For example, you may have to train staff in the new methods; purchase and test equipment; and develop and test guidelines, checklists and cheat sheets. You will need to complete and agree upon a change management plan, implementation project plan and implementation monitoring system.

### 2. Create a buzz!

Engage your audience. Set a date and time for the 'go live' and communicate it widely using interesting marketing techniques, such as posters, social media, screensavers and T-shirts. Ensure your sponsor and champions are available for the 'go live' launch and create an exciting and upbeat environment.

### 3. Get sponsor commitment

The sponsor should set the scene at the 'go live' launch event. This involves communicating the change, providing an overview of the expected benefits and the consequences for not changing, and demonstrating their personal commitment to the change. It is important to pay homage to the past and acknowledge the work ahead to implement and sustain the change, including support available, monitoring and reinforcement.

### 4. Provide continued support

After the 'go live' event, escalate your support. This is a crucial time for your change implementation; support for stakeholders and active sponsorship is key. Communicate thoroughly about the next steps in the project and ensure the right support is in place. Check in with your stakeholders regularly and address issues as they arise with the support of your sponsor.

## Considerations and tips

'Going live' to implement your project is an exciting step forward. Be careful to ensure you have set up the foundations thoroughly beforehand and you engaged your sponsor and change champions.

### Advocates

When you run events leading up to your 'go live' date, ensure that you give opportunities to patients, carers, influential change champions and engaged stakeholders to give their perspective on the change. Invite people who have had change facilitation success at other sites to share their stories.

### Inclusive planning

It's unlikely that everyone will be able to attend a 'go live' event, so think of ways to get the message across and include them in your plans. For example, you might consider having a second mini event for night shift or weekend staff, or hold an event at another relevant site.

### Champions

Champions are influential people within their organisation who are willing to use their influence to benefit the project and support the momentum of the change. These people often go above and beyond to be involved in the project, and they are key to your project's success.

### Acknowledge and reassure

During the launch, be transparent about any challenges in the journey so far. Make sure your stakeholders are aware of how issues are managed and reassure them about the management approach going forward. Explain any Plan, Do, Study, Act (PDSA) cycles and planned trials, with an emphasis on addressing any obstacles along the way.

## Preparing to launch



## Further information

[My Health Learning Log in Form](#) – Redesign Implementation (202464792)

Go live planning – <http://cshca-wpengine.netdna-ssl.com/wp-content/uploads/2011/06/9-Go-Live-Planning-Tips-for-Success.pdf>

## Next steps

Now that you have pressed the 'go live' button and your project has officially launched, the focus will be on monitoring and supporting the change process. This is where active sponsorship is key to ensure implementation is kept on track.

# IMPLEMENTATION SCHEDULE

## Implementation



### Implementation schedule

The implementation schedule is a more specific project schedule, specifically developed as the road map for when the project goes live. Attention to planning will set your implementation up for success.

### 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. Identify tasks and timeframes

A well designed project implementation schedule identifies and describes what new solutions will deliver and within what timeframes. Essentially, the implementation schedule identifies the activities, tasks and responsibilities for implementation and aligns these to an agreed timeline. This timeline is monitored closely and any issues or delays are escalated as appropriate.

### 2. Sequence

In the schedule, the solutions should be documented and numbered as headings. Underneath each heading, list the tasks required in order to implement the solution. Include a start date for the initial task and dates assigned to the subsequent tasks, with an end date identified for the last task in the sequence. This information provides you the timeline for the solution and a person responsible.

### 3. Overlapping and dependencies

One task often follows on from the completion of the previous task, but sometimes there will be an overlap between tasks that can be done in tandem. Overlap can be good because it can reduce the time for project implementation. There are occasions where one task can't be commenced until the preceding task is finalised. In this instance the preceding task is known as a dependency.

### 4. Steering committee agreement

When all the components of the schedule for project implementation are identified and documented, the steering committee will be required to sign off on the schedule. This is an important step as the steering committee will often positively influence the project progress by being an enabler for some of the tasks.

## Considerations and tips

Planning for the implementation will set you and the project team on the right path to success. Here are some things to consider.

### Establish a timeline

The timeline should identify regular opportunities for the implementation team to check in on progress. While some solutions will take time to develop and implement, generating and documenting quick wins in the timeline may provide momentum for the implementation.

### Define objectives and outcome measures

Reporting and assessing of agreed measures at set time points will help to track the implementation progress, identify whether objectives are being achieved and evaluate the success of implementation.

### Set roles and responsibilities

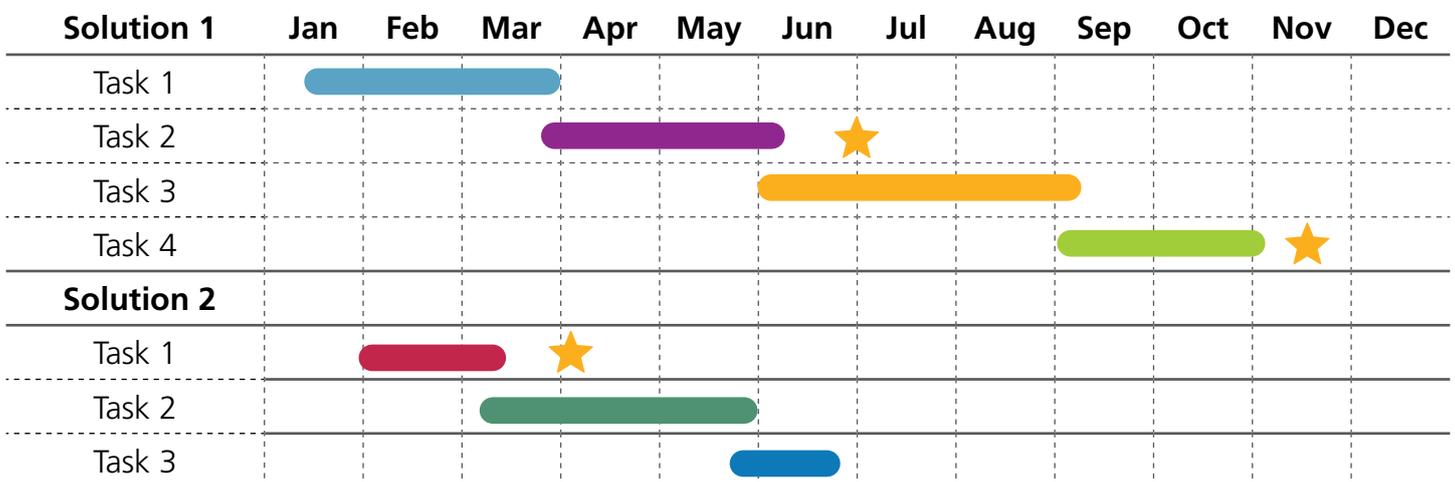
Each solution that is identified should clearly state who will be responsible for implementing the change and the agreed steps and timeframes.

The implementation lead must monitor this and help to develop strategies if things drift off track.

### Change management

The success of the implementation not only requires completion of the tasks to put a solution in place, but also a change management strategy to embed new behaviours. Specific tasks to drive changes in behaviour may be included in this schedule or in a separate change plan.

## Implementation timeline



## Further information

[My Health Learning Log in Form](#) – Redesign Implementation (202464792): Introduction to Implementation Planning

## Next steps

Project implementation can be the most challenging phase of project management. Don't forget to celebrate the wins and be honest about the things that still need to be fixed.