

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

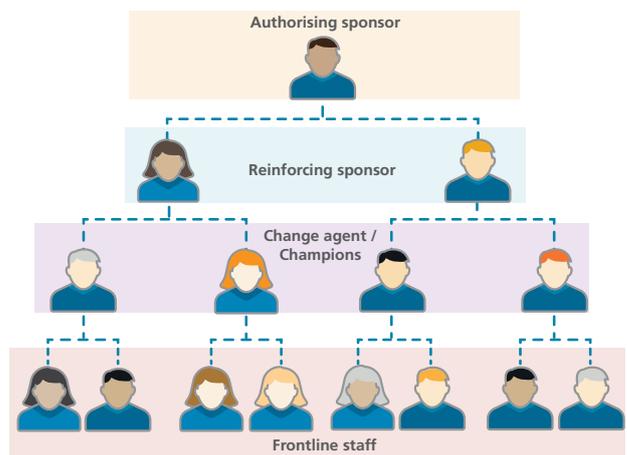
Manage governance if it wanes. For example, if your steering committee meetings keep being cancelled or bumped, or if the wrong people are delegated to attend, this is a sign that your project governance is at risk. Take action! Talk to your sponsor, who is responsible for meeting the project governance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