ENABLERS AND BARRIERS

Solutions

ACI Redesign Methodology

Enablers and barriers

When designing the project solutions, it's important to identify the enablers and barriers. Consult your sponsor, steering committee and project team to help identify and either manage barriers or utilise enablers as appropriate.

Solutions

The purpose of this phase is to develop and agree on solutions to your identified problems. Solutions are generated, designed, prioritised and then tested with key stakeholders, to make sure they are effective.

Key points

1. Identify enablers

Think about the processes, procedures or positions already in place or other projects and priorities of the organisation that can help make the change happen. What or who can help your project to succeed? Aligning your project with these factors will make the change easier. For example, if your change is about improving patient experience, it aligns with mandatory accreditation standards that are already in place.

2. Harness champions

It is important to remember that enablers can be organisational (e.g. the way the service currently works, personnel/key people in the organisation). Personnel enablers can also be known as champions. When these influential people, or champions talk about your change in a positive way, this supports the implementation of your change through gaining the interest and motivation of others.

3. Identify barriers

If possible, consider and predict the potential barriers to implementing your change. A risks and issues log may shed light on this, however more barriers may arise as you move towards the part of the project when you identify how to change human behaviours, and additional costs or changes in organisational priorities. It is important to remember that both people and processes can be barriers.

4. Be aware

Being aware of the likely barriers enables you to develop strategies to manage or minimise them. Completing an AIM (Accelerating Implementation Methodology) implementation risk forecast or using a readiness for change survey can provide valuable information to support planning. Consult widely with managers of teams where the change is happening to find out what other changes are going on, when they are scheduled and how they will impact your change.

Considerations and tips

Remember to use your sponsor/s, steering committee and project team to help you identify and encourage enablers and manage barriers. Below are a number of additional ways you can do this.

Enabler questions

Questions that may assist in identifying and using enablers are:

- What processes/procedures currently exist that support implementation? How can they be used?
- Who currently supports these? Who can connect you with relevant people?
- Who has expertise/interest/skills? Who is influential? How can we involve them?

Strategies and tools

A variety of tools can help you identify enablers and barriers in your organisation. These include, but are not limited to, key role maps, process maps, risks and issue logs, and brainstorming sessions and workshops. Fact sheets are available for these activities.
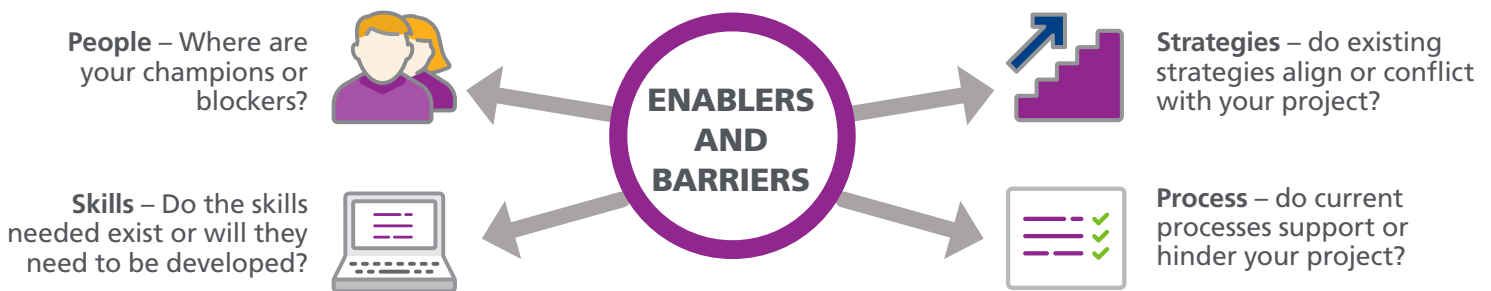
Barrier questions

Questions that may assist in identifying personnel barriers are:

- What could block implementation?
- What has slowed implementation in the past? How do we make this time different?
- What is the frame of reference of the people whose behaviour needs to change?
- What's in it for them?

Unknowns and surprises

Sometimes barriers arise that could not have been planned for – a key priority suddenly changes, funding is withdrawn or delayed, equipment is not available or sponsors change. Established robust governance processes and good documentation are essential to regrouping and deciding on a course of action.

Identify where enablers and barriers lie

People – Where are your champions or blockers?

Skills – Do the skills needed exist or will they need to be developed?

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Strategies – do existing strategies align or conflict with your project?

Process – do current processes support or hinder your project?

Further information

My Health Learning Log in Form – Redesign Implementation (202464792): Asses the climate, Develop target readiness.
(AIM Individual Readiness Assessment IRA and Implementation History Assessment IHA)

Key Role Maps, NSW Health – www.health.nsw.gov.au/pfs/Pages/keyroles.aspx

Key Role mapping: Your Battlefield Map for Successful Change – www.imaworldwide.com/blog/key-role-mapping-your-battlefield-map-for-successful-change

Next steps

Identifying and addressing barriers and using or leveraging enablers will help strengthen your solutions. Include these in your cost benefit analysis and solution statement as you prepare to move into the implementation phase.

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