

## Are You Ready for Change?

A Self-Assessment Diagnostic:

Score each statement from 1 to 5. [1 = strong disagreement, 5 = strong agreement]

The QI Project Leader		
Number	Statement	Score
1	..agrees and is committed to making improvements	
2	.. is able to access organisational resources to initiate change	
3	..has a clear vision and is able to communicate that vision	
4	..is ready and willing to exercise leadership	
5	..has the time and cognitive space to lead this change	
6	...has the support and consent from the senior management/executive team to lead this change	
Total		
The Organisation –		
7	..recognises the need for the planned improvement	
8	..understands the impact of testing, implementing and then sustaining change on the local environment/service, the organisation and patients	
9	..has senior management that is committed to the time and resources required to test and sustain improvements to local services and patient experiences	
10	.. is motivated to test interventions designed to result in improvements	
11	..has the capacity to align financial and human resources necessary to instigate change	
12	..has the infrastructure to support improvement and innovations such as H/R, Finance, Information Systems	
13	..has experience with the Science of Improvement, Change Management or Healthcare Redesign	
15	..places a high value on improving the quality of care and patient experiences delivered by their organisation	
Total		
Style of Implementation –		
16	The organisation understands, accepts, and supports the mindset required for improvement and innovation, embracing risk taking, ambiguity and repeated cycles of failure, learning and prototyping.	
17	Members of the QI team feel empowered to test, fail and learn	
18	The change effort is directed at key organisational processes and systems, rather than organisational units	
18	Managers have been given end-to-end responsibility for the processes and identified as process owners	
19	Measures of success have been established and agreed to chart progress	
Total		

Source: The Reengineering Revolution: A Handbook by Michael Hammer and Steven A. Stanton – 1995 Modified by: Mike Schlueter – July 2000

Score	Suggested actions
<b>Leadership</b>	
6-12	<p>The leader is not ready for change</p> <p>The leader should look into what the team will need in order to implement the change and prepare the team for the effort required.</p> <p>The leader needs to really want to implement this change, in order to support the team</p> <p>Create a vision and ensure this is communicated to all levels of the organisation.</p> <p>Prepare to commit both organisational resources and personal attention</p>
13-23	With some work you can be ready for change – start with points above
<b>24-28</b>	<p>You are ready, but here are a few suggestions to improve</p> <p>Ensure the vision is understood by the whole team and senior leaders within the organisation.</p> <p>Make sure the team are given sufficient time and support for implementing the change</p>
26-30	You are ready to go! However, bear in mind the advice above.
<b>Organisation</b>	
9-18	<p>Your organisation is not ready for change</p> <p>Communicate to all levels of the organisation about the benefits of the change</p> <p>Think about and describe what will be the impact on processes, jobs, organisational structure, management responsibilities, etc.</p> <p>Meet with senior management to ensure sustainable commitment to the change</p> <p>Get commitment from senior leaders for the financial and human resources needed</p> <p>Communicate to key staff organisations (H/R, Finance, Information Systems, etc)</p> <p>Ensure your communications show the high value impact on patients and patient needs</p>
19-27	With some work your organisation can be ready for change – see above areas.
<b>28-39</b>	<p>Your organisation is ready, but here are a few suggestions to improve</p> <p>Have a solid communications strategy and ensure everyone in the organisation is clear about their contribution towards making the change a success.</p>
40-45	Your organisation is ready for the change, taking account of the above advice.
<b>Implementation</b>	
5-10	<p>You don’t have the structure needed to support your change</p> <p>Organise some change management training for staff at all levels</p> <p>Empower the QI team to “break the rules”</p> <p>Ensure the whole multi-professional team is included in making the change</p> <p>Have a clear action plan so that everyone understands their role in ensuring the change is sustainable</p> <p>Establish measures of success to chart progress.</p>
11-17	With some work you can improve the likelihood of succeeding – see above
<b>18-22</b>	<p>You are ready to implement the change, but here are a few suggestions for you</p> <p>Encourage creative thinking within the team and try something different</p> <p>Establish measures of success to chart progress</p> <p>Remember to include any new starters in your project</p>
23-25	You have a structure in place to support your project but remember the above points.

