## Are You Ready for Change?

A Self-Assessment Diagnostic:

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

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