

Date: 08/08/2017

FREEDOM OF INFORMATION REQUEST FOI/013569 – Management models

Would it be possible for you to complete the attached questionnaire relating to change management within your organisation? I would be interested to hear from you to understand your views on how change management models have helped within your organisation.

Please see attached

In light of recent Sustainability and Transformation Partnership (STP) proposals I am currently researching the effect change management models have on transformational projects. I would be interested to hear from you and understand your views on how these models have helped your organisation. In order to do this I am asking you to complete the following questionnaire relating to change management activity within your Trust.

Organisation Name	The Dudley Group NHS FT
--------------------------	-------------------------

Transformational Change Within Your Trust

Does your Trust current have a Change Management Strategy?	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
Has a project team been established by your Trust to manage transformational change to support any agreed Sustainability and Transformation Plans (STPs)	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
What (if any) change management models have been adopted by the Trust when delivering projects relating to transformational change? <small>(Please specify all that apply)</small>	None	<input type="checkbox"/>
	Lewin’s Change Management Model	<input checked="" type="checkbox"/>
	McKinsey 7-S Model	<input checked="" type="checkbox"/>
	Kotter’s 8 Step Change Model	<input type="checkbox"/>
	Other (Please Specify)	
How many transformational projects have been delivered within your Trust in the last 5 years?	Can only indicate on those managed through the Programme Management office and depends on the definition of ‘Transformational’ but circa 80 Transformational projects	

How many of these projects were delivered using a recognised change management theory?	c.50%
How many of these projects were completed without delay?	c.80%
How many of these projects could be perceived as failing to deliver transformational change?	None
What lessons have been learned from previous transformational projects?	
<ul style="list-style-type: none"> The right stakeholder engagement at the right time is imperative from as early on as possible, ideally to the ideas stage Robust planning is needed – ensuring resources are clearly identified, scope is defined, 	

and any risks are identified as early in the project as possible with mitigation plans where possible.

Where a recognised change management theory has been adopted do you feel this added to the successful delivery of the transformational change?	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
If yes, please give an example: Using a recognised tool ensures that projects are planned in the right way, communicated effectively and monitored using an appropriate governance structure.		

If yes, please give an example: Using a recognised tool ensures that projects are planned in the right way, communicated effectively and monitored using an appropriate governance structure.		
Is a vision created at the outset of a transformational project to guide the direction of the change?	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
Who is responsible within your Trust for overseeing transformational change?	Divisional Manager	<input checked="" type="checkbox"/>
	Service Manager	<input checked="" type="checkbox"/>
	Project Manager	<input checked="" type="checkbox"/>
	Change Manager	<input checked="" type="checkbox"/>
	Other (Please Specify)	

Which (if any) other members of staff are empowered to work on transformational change projects (Select all that apply)?	None	<input type="checkbox"/>
	Clinicians	<input checked="" type="checkbox"/>
	Directors	<input checked="" type="checkbox"/>
	Senior Management	<input checked="" type="checkbox"/>
	Nursing Staff	<input checked="" type="checkbox"/>
	Admin Staff Grades	<input checked="" type="checkbox"/>
	3 rd Party Stakeholders	<input checked="" type="checkbox"/>
	Other (Please Specify)	
Do project team members work exclusively on projects or do they also maintain existing roles?	Exclusive to project	<input type="checkbox"/>
	Maintain existing role	<input checked="" type="checkbox"/>

How is change communicated within your Trust? (select all that apply)	Informal discussions with staff groups	<input checked="" type="checkbox"/>
	Face-to-face meetings	<input checked="" type="checkbox"/>
	Email	<input checked="" type="checkbox"/>
	Project team meetings	<input checked="" type="checkbox"/>
	Trust newsletters	<input checked="" type="checkbox"/>
	Workshops	<input checked="" type="checkbox"/>
	Presentations	<input checked="" type="checkbox"/>
	Other (Please Specify)	
Has transformational change had an impact on staff morale within your Trust	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
<p>If yes, please give an example:</p> <p>Both positive and Negative, depending on which projects are reviewed. Where projects have been successful the staff morale has been improved, where projects are less successful staff morale may have decreased.</p>		

How would you describe the change culture within your Trust	Receptive	<input checked="" type="checkbox"/>
	Vibrant	<input type="checkbox"/>
	Transparent	<input checked="" type="checkbox"/>
	Concerned	<input type="checkbox"/>
	Negative	<input type="checkbox"/>
	Obstructive	<input type="checkbox"/>
	Other (Please Specify)	

What are the main obstacles to transformational change within your Trust?	Finance	<input checked="" type="checkbox"/>
	Staff	<input checked="" type="checkbox"/>
	Resource	<input checked="" type="checkbox"/>
	Technology	<input checked="" type="checkbox"/>
	3 rd Party Stakeholders	<input checked="" type="checkbox"/>
	Other (Please Specify)	

Please complete the following section by placing a CROSS <input checked="" type="checkbox"/> in the appropriate box	strongly agree	agree	uncertain/ not applicable	disagree	strongly disagree
	1	2	3	4	5
Change is seen as a continuous process which allows transformation from one state to another	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change management should be a controlled process	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resistance to change is an expected reaction from individuals during a transformational project	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of resistance to change is dependent on the existing culture within the organisation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing expectations is key to the successful implementation of transformational projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective people management is critical to any change management process	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inclusion of employees in the transformational process is essential to the success of any change management activity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A state of continual change is detrimental to an organisation, it takes its toll on employees and can lead to change fatigue	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>