



# Organizational Readiness for Change



## Review of Literature

- Characteristics of High Performing Health Systems
- Baldrige Criteria
- Quality as a Business Strategy (Jonkoping)
- Research on Organizational Readiness



## Review of Literature – Key Messages

1. Several themes/elements run across all these frameworks
2. Assessing Organizational Readiness = Assessing Each Element



## Predicting Success of Large Scale Change: Hard and Soft Aspects of Change

- Driving Change through Data/Measurement Systems
- Leadership Commitment and Visibility
- Employee Commitment or Resistance
- Capability – resources, knowledge
- Planning for improvement, including re-investing resources



## Predicting Success of Large Scale Change: Hard and Soft Aspects of Change

- Culture of Continuous Improvement ...
- Leadership Commitment
- Belief in Change



## Organizational Readiness: Hard and Soft Approaches to Assessment

- Formal Assessment Tools and Scales
- Examples:
  - “Quality Improvement in the Organization”, Shortell (based on Baldrige Criteria)
  - “Organizational Readiness to Change Assessment (ORCA)”, Helfrich et al.



## Organizational Readiness: Hard and Soft Approaches to Assessment

- Conversations and Probing Questions, for example:

“Is the purpose known and understood by all employees?”

“Are organizational measures related to the purpose?”

“Is the purpose of vision written into job descriptions?”

“How is the scorecard updated to remain current?”

“How do senior leaders use scorecards or dashboards to make decisions?”

“How does the organization make information available to employees, and to customers (patients)”



## Organizational Readiness: Hard and Soft Approaches to Assessment

..... more examples:

“Does the organization study and improve upon improvement plans/processes?”

“What changes in the organization when improvement results are achieved?”

“How do leaders communicate vision to the employees?”

“How does the organization plan for sustainability of improvement?”



## Upcoming in Today's Session

- Deep-dive into the core elements
  
- Strategies for improving aspects of core elements



## Another Assessment Tool



Available for purchase from NHS

Participants in Quality Academy have received training and a copy of the tool

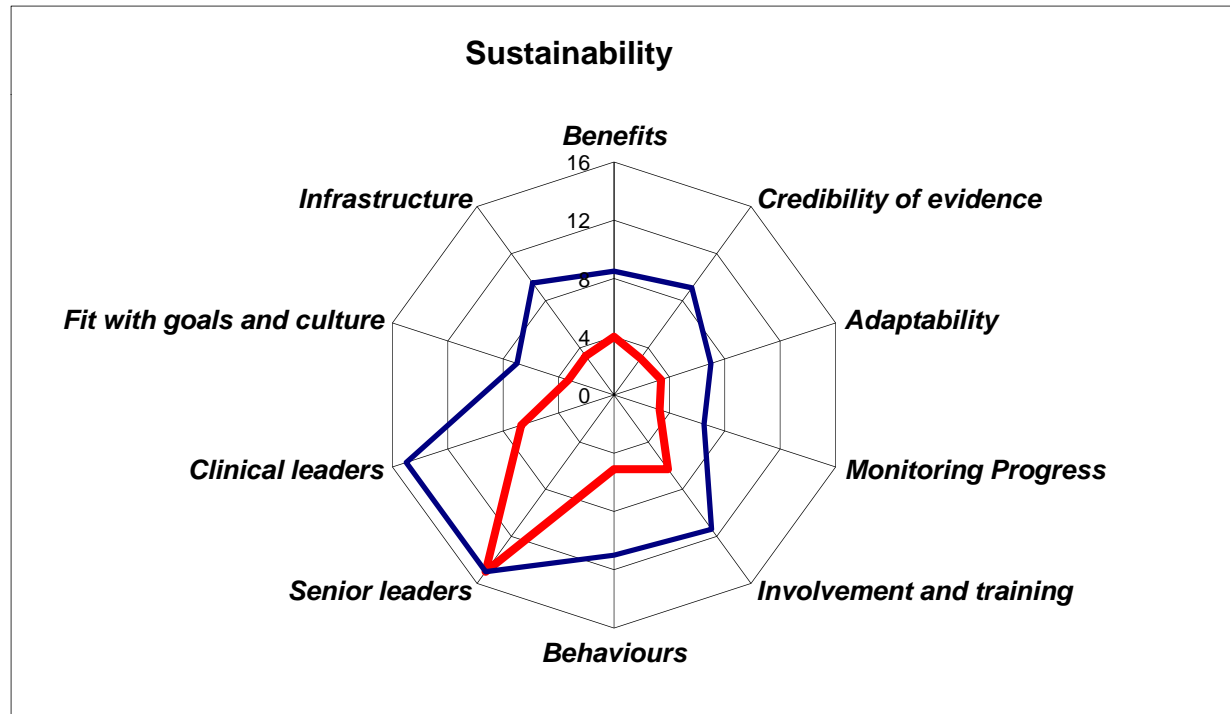


## NHS Sustainability Guide – assesses 10 factors:

1. Benefits beyond helping patients
2. Credibility of evidence
3. Adaptability of new process
4. System to monitor progress
5. Staff involvement and training
6. Staff behaviours toward sustaining change
7. Senior leadership engagement
8. Clinical leadership engagement
9. Fit with strategic aims
10. Infrastructure for sustainability



# NHS Sustainability Guide





## NHS Sustainability Guide – assesses 10 factors:

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*'The challenge is not starting,  
but continuing after the initial enthusiasm has gone'*

Ovretveit (2003) Making temporary quality improvement continuous:  
A review of the research relevant to the sustainability of quality improvement in healthcare